



FIRST THINGS FIRST

The right system for bright futures

**Arizona Early Childhood Development and Health Board
4000 North Central, Suite 800
Phoenix, Arizona 85012**

**Quality First Coaching and Incentives
Statewide**

**Request for Grant Application (RFGA)
FTF-STATE-12-0336-00**

Deadline	Grant Applications shall be submitted on or before 3:00 p.m. (Arizona MST) on April 28, 2011 at First Things First, 4000 North Central Avenue, Suite 800, Phoenix, Arizona 85012.
Procurement Guidelines	<p>In accordance with A.R.S §41-2701, competitive sealed grant Applications for the services specified within this document will be received by First Things First at the above-specified location until the time and date cited. Grant Applications received by the correct time and date will be opened and the name of each Applicant will be publicly read.</p> <p>Grant Applications must be in the actual possession of First Things First on or prior to the exact time and date indicated above. Telefaxed, electronic, or late grant Applications <u>shall not</u> be considered.</p> <p>Grant Applications must be submitted in a sealed envelope with the RFGA Number and the Applicant's name and address clearly indicated on the envelope.</p> <p>All Applications must be typewritten and a complete grant Application returned along with the offer by the time and date cited above. Additional instructions for preparing a grant Application are included within this document.</p> <p>Applicants are strongly encouraged to read the entire Request for Grant Application document carefully.</p> <p>It is the sole responsibility of Applicants to check the First Things First website for any changes to this RFGA, http://azftf.gov.</p>
Special Accommodations	Persons with a disability may request reasonable accommodation such as a sign language interpreter by contacting the Grants and Contracts Procurement Specialist at grants@azftf.gov or via Fax (602) 265-0009. Requests should be made as early as possible to allow time to arrange the accommodation.
Contract Information	<p><u>Service</u>: First Things First Regional and Statewide Funding</p> <p><u>Contract Type</u>: Cost Reimbursement</p> <p><u>Contract Term</u>: The effective date of this Contract shall be the date that the First Things First designee signs the Offer and Acceptance form or other official contract form (estimated July 1, 2011) and shall remain in effect until June 30, 2012, unless terminated, cancelled or extended as otherwise provided herein.</p>
Contact Information	<p>Grants and Contracts Procurement Specialist</p> <p>First Things First</p> <p>Fax: (602) 265-0009</p> <p>Email: grants@azftf.gov</p>



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CERTIFICATION

TO THE STATE OF ARIZONA, ARIZONA EARLY CHILDHOOD DEVELOPMENT AND HEALTH BOARD:

If awarded a grant, the Undersigned hereby agrees to all terms, conditions, requirements and amendments in this request for grant Application and any written exceptions, as accepted by the Arizona Early Childhood Development and Health Board in the Application.

APPLICANT OFFER

Arizona Transaction (Sales) Privilege Tax License No.: _____ Name of Point of Contact Concerning this Application: _____

_____ Name: _____

Federal Employer Identification No.: _____ Phone: _____ Fax: _____

_____ E-Mail: _____

_____ Signature of Person Authorized to Sign Offer

_____ Printed Name

_____ Title

By signature in the Offer section above, the Applicant certifies:

1. The submission of the Application did not involve collusion or other anti-competitive practices.
2. The Applicant shall not discriminate against any employee or Applicant for employment in violation of Federal Executive Order 11246, State Executive Order 99-4 or A.R.S. §41-1461 through §1465.
3. The Applicant has not given, offered to give, nor intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant in connection with the submitted offer. Failure to provide a valid signature affirming the stipulations required by this clause shall result in rejection of the offer. Signing the offer with a false statement shall void the offer, any resulting contract and may be subject to legal remedies provided by law.

ACCEPTANCE OF APPLICATION

The Application is hereby accepted. The Applicant is now bound to perform as stated in the Applicant's grant Application as accepted by the Arizona Early Childhood Development and Health Board and the Request for Grant Application document, including all terms, conditions, requirements, amendments, and/or exhibits.

This grant shall henceforth be referred to as Grant No. _____

Arizona Early Childhood Development and Health Board,
Awarded this _____ day of _____, 20____

Jeanne Weeks, Grants and Contracts Procurement Specialist

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Overview of First Things First

In November 7, 2006, Arizonans made a historic decision on behalf of our state's youngest citizens. By majority vote, they made a commitment to all Arizona children five and younger: that children would have the tools they need to arrive at school healthy and ready to succeed. The voters backed that promise with an 80-cent per pack increase on tobacco products to provide dedicated and sustainable funding for early childhood services for our youngest children.

The mission of First Things First (FTF) is to increase the quality of, and access to, early childhood programs that will ensure a child entering school arrives healthy and ready to succeed. The mission will be achieved through the work of the statewide First Things First Board and the 31 Regional Partnership Councils that share the responsibility of ensuring that these early childhood funds are spent on strategies that will result in improved education and health outcomes for children five and younger.

Why focus on children five and younger? Research shows that 80 percent of a child's brain is formed by age three and more than 90 percent by age five. Because of this rapid development, what happens to children in the early years lays the foundation for a lifetime. Research has proven that children with quality early childhood experiences do better in school and tend to be healthier. They are more likely to advance into college and successful careers.

Not all children have the same needs and First Things First is designed to meet the diverse needs of Arizona communities. Decisions about which early childhood development and health strategies will be funded are made by the First Things First Board and 31 Regional Partnership Councils that are comprised of community volunteers. Each Regional Council member represents a specific segment of the community that has a stake in ensuring that our children grow up to be healthy productive adults, including parents, tribal representatives, educators, health professionals, business leaders, philanthropists and leaders of faith communities. The Regional Councils study the challenges faced by children in their communities and the resources and assets that exist to support their development and growth. This statewide policy and regional perspective are critical to the success of the First Things First mission.

First Things First Goal Areas

First Things First specifies that programs and services are funded by the First Things First Board and Regional Partnership Councils are to achieve outcomes in one or more of the following Goal Areas:

- Improve the quality of early childhood development and health programs.
- Increase the access to quality early childhood development and health programs.
- Increase access to preventive health care and health screenings for children through age five.
- Offer parent and family support and education concerning early childhood development and literacy.

- Provide professional development and training for early childhood development and health providers.
- Increasing coordination of early childhood development and health programs and provide public information about the importance of early childhood development and health.

What is the Funding Source?

First Things First provides for distribution of funding through both statewide and regional grants. Statewide programs are considered those implemented across regional boundaries and are designed to benefit Arizona's children as a whole. Regional funding is based on the approval of the Regional Partnership Council funding plans submitted to the First Things First Board each year.

This Request for Grant Application (RFGA) is for implementation of the statewide strategy Quality First.

Who is Eligible to Apply for this Funding Opportunity?

First Things First awards grants to:

- Non-profit 501 (c) (3) organizations providing services in Arizona (both secular and faith-based)
- Units of Arizona government (local, county and state entities as well as schools and school districts)
- Federally recognized Tribal governments or entities providing services within Arizona
- Arizona institutions of higher learning (colleges and universities)
- Private organizations providing services in Arizona

All potential Applicants must demonstrate organizational, fiscal and programmatic capacity to meet the requirements described in the scope of work listed in this RFGA.

What is the Total Funding Amount Available in this Request for Grant Application?

First Things First anticipates significant changes to the Quality First rating system design as a result of data collected during the current Quality First Rating Pilot and Cost of Quality Study being administered by First Things First. Program design changes will be incorporated in the grant for the 2013 fiscal year. As a result, First Things First is issuing this Request for Grant Application for a twelve-month contract period for the fiscal year ending June 30, 2012. Therefore, it is anticipated that a Request for Grant Application will be issued in FY2013 that will align with future implementation changes.

Total funds available are approximately **\$15,151,600.00** with a total of \$6,094,600.00 for Administration and Coaching activities that includes \$1,934,400.00 for State funded slots and

\$4,160,200.00 for Regionally funded slots in addition to \$9,057,000.00 total for Quality First incentives for enrolled programs which includes \$2,899,250.00 for State funded Quality First slots incentives and \$6,157,750.00 for Regionally funded Quality First slots incentives. While not anticipated, First Things First reserves the right to renew contract(s) for up to four (4) additional 12-month periods, not to award the entire amount of available funds, or to award an amount that is greater than the posted available funds. One or multiple awards may be made.

Scope of Work: What Will This Grant Fund?

First Things First will fund the successful Applicants(s) to implement components of Quality First, a voluntary comprehensive Quality Improvement and Rating System for early care and education programs serving children five years and younger that are not in kindergarten. Quality First is designed to improve the quality of Arizona's early care and education programs so that young children can begin school safe, healthy and ready to succeed. Research indicates that children exposed to high-quality early care and education experiences have healthier relationships, enhanced language development and improved academics.

Quality Rating Systems are being recognized as the most promising framework for a broader, comprehensive early childhood system. While Quality Rating Systems vary in measurement techniques, system design and implementation timelines, all systems include parallel components that work conjointly to identify, assess and raise quality standards in early care and education settings.¹ Quality Rating Systems are also utilized as a primary apparatus of informing families, regulators and policy makers about quality standards for early care and education programs.

Quality First builds upon state licensing regulations, addressing multiple aspects of early care and education through research-based indicators of quality and has been implemented in three distinct phases:

- *Phase I: Quality Improvement Participation*
In FY2009, state funding seeded enrollment for the initial 300 programs into Quality First. In FY2010, First Things First Regional Partnership Councils funded an additional 300 programs. During the initial phase of Quality First, program emphasis was targeted solely toward improving quality. Quality improvement was supported through individualized coaching, quality enhancement grants and professional development scholarships.
- *Phase II: Quality First Rating Pilot Study*
Currently, in FY2011, First Things First is completing a Quality First Rating Pilot Study. Study participants represent a variety of provider types throughout Arizona. The results of the Pilot Study will be used to finalize the design of the rating system and inform resources that are necessary for full implementation of rating.

¹ Features of Professional Development and On-site Assistance in a Child Care Quality Rating Improvement System-A Survey of Statewide Systems. Accessed November 9, 2010 from http://www.nccp.org/publications/pub_970.html.

- *Phase III: Full Implementation of Quality Rating*

In FY2012, quality rating will be fully implemented, recognizing quality early care and education programs using a five star system of quality standards.

First Things First has developed Quality First to include the following components:

- Coaching and consultation to provide individualized technical assistance, curriculum guidance and quality improvement support
- Financial incentives to assist programs in achieving quality improvement goals and meeting quality benchmarks
- Scholarship opportunities with T.E.A.C.H. Early Childhood® ARIZONA to promote professional development at institutions of higher learning
- Program assessment using standardized instruments to measure quality, identify strengths and areas of improvement
- Child care health consultation to provide training, guidance and linkage to community health resources
- Assignment of quality ratings

Quality First is the approach and framework under which First Things First will continue its significant financial and resource investment in a high quality early care and education system. Beginning in FY 2012, First Things First will begin a transitional plan to align First Thing First funded programs, including Quality First, TEACH, REWARD\$, Child Care Health Consultation, Child Care Scholarships, Pre-K Scholarships and others, in an early education system financing model that is tied to attaining and maintaining a quality rating.

The goal of this funding opportunity is to provide on-site, individualized coaching and consultation to participating centers and homes enrolled in Quality First. The successful Applicant(s) will implement individualized coaching services to support quality improvement activities through reflective strategies that consist of joint planning, program observation, consultation, and technical assistance. The successful Applicant(s) will also integrate coordination and collaboration of Quality First components as well as identified First Things First strategies. Additionally, the successful Applicant(s) will manage the distribution of the Quality First incentives and support programs through the quality rating process.

Funding for this opportunity will cover implementation costs associated with the following:

- Onsite coaching that must include but is not limited to: enrollment and orientation, rating preparation, technical assistance, training, assessment analysis, goal setting, development of a quality improvement plan (QIP) based on prioritized needs, progress monitoring, record keeping and documenting of activities in the First Things First Quality First database;
- Administration of Quality First incentives;
- Supervision, training and professional development for coaching staff;
- Cross regional, statewide coordination and collaboration with First Things First funded strategies, identified state agencies, and early care and education community partners

Additionally, this funding opportunity will support both currently enrolled *and* newly enrolled centers and homes. Programs enrolled prior to July 1, 2011 will be grandfathered in to Quality First and able to complete all improvement activities in accordance to the original service delivery model that includes three years of quality improvement supports, access to grants from the original incentive model and receiving a quality rating after two years of being enrolled in Quality First, see Exhibit C, Quality First Financial Incentives. Programs enrolled after July, 1, 2011 will receive a quality rating upon entry and may choose to access quality improvement supports for two years or receive a quality rating bonus in accordance with their initial program assessment results, see Exhibit A, Quality First Service Delivery Model.

First Things First will share enrollment data of all current enrolled programs to the successful Applicant(s) prior to program implementation. The successful Applicant(s) must demonstrate the capacity and competency to provide coaching and incentive services to participating centers and homes under both service delivery models.

The successful Applicant(s) may opt to collaborate with one or more agencies to deliver coaching and incentive services as outlined in this funding opportunity. The successful Applicant(s) must demonstrate the capacity to ensure consistent implementation of the model is maintained through seamless service delivery among all subcontractors. In addition, the successful Applicant(s) must demonstrate the ability to collaborate with all Awardees and subcontractors of this funding opportunity, as applicable, in streamlining service delivery procedures, forms and systems to maintain consistency of the model throughout all First Things First Regional Areas.

Enrollment and Orientation

First Things First will be responsible for administering the selection process of centers and homes into Quality First. Upon selection, programs will be assigned to the successful Applicant(s) for enrollment and orientation. See Exhibit A, Quality First Service Delivery Model FY12. The successful Applicant(s) will be required to collaborate with First Things First, T.E.A.C.H. Early Childhood® ARIZONA Administrative Home, Child Care Health Consultation Contractor and the successful Applicant of RFGA FTF-STATE-12-0335-00 for Quality First Assessment in coordinating regional Quality First informational sessions for Quality First applicants and interested early care and education programs. The informational sessions will provide information on the Quality First components, FY 2012 Quality First Service Delivery Model and define applicant responsibilities. In partnership with First Things First, the successful Applicant(s) will lead coordination of the informational sessions in First Things First Regional Areas throughout Arizona. First Things First will be responsible for developing an orientation outline that will be shared with the successful Applicant(s) to guide coordination for implementation of the informational sessions.

Assessment of Participating Centers and Homes

This funding opportunity is designed to link seamlessly with the recommendations produced by the initial and ongoing assessment conducted at each participating center and home. The assessment component of Quality First is completed by the successful Applicant of RFGA FTF-STATE-12-0335-00 for Quality First Assessment. Quality First assessment is used to assign a

quality rating as well as identify a program's strengths and areas where improvements would raise overall program quality.

In Quality First, program assessment focuses on two areas of quality. Environmental Rating Scales (ERS) for preschool classrooms (ECERS-R), infant and toddler settings (ITERS-R), and family childcare homes (FCCERS-R) is used to measure the quality of early childhood environments. The Classroom Assessment Scoring System (CLASS) is used to measure the quality of adult and child interactions. First Things First has developed an additional measurement instrument, the Quality First Point Scale, which assesses quality standards such as staff qualifications, program ratios and classroom group sizes that are not evaluated in the ERS and CLASS measurement tools.

All participating centers and homes will receive an initial ERS program assessment upon entry into Quality First. Programs that score an overall average of three or above on the ERS assessment will receive a CLASS assessment in each of the preschool classrooms that received an ERS. The total number of program assessments a participating center or home receives is dependent upon the Quality First pathway that is selected. Participating centers and homes that choose to access quality improvement supports will receive an annual assessment to measure quality improvement progress. Programs receiving quality improvement supports may receive up to three assessments over a two-year period. Although Quality Ratings will be posted publicly, individual program assessment results are not made public and will not be used for regulatory reporting.

Quality Rating

Quality ratings will be assigned using a system of five star quality standards with three stars being an indicator of good quality. Quality ratings are calculated through a combination of program assessment scores and points awarded through the Quality First Point Scale. In a five star program, families will find low staff-child ratios and group sizes, high staff qualifications, and a level of quality that provides a nurturing learning environment that will support positive outcomes for children in preparation for school.

Upon enrollment, participating centers and homes will receive an initial quality rating based upon the program average of the initial ERS assessment. The alignment of assessment scores with a quality rating will be determined upon completion of the Quality First Rating Pilot Study analysis. The initial ERS assessment will be completed *prior* to the assignment of a Quality First coach and access to Quality First incentives. Participating center and homes may choose a Quality First pathway based upon initial ERS assessment scores. See Exhibit A, Quality First Service Delivery Model. Consent for an initial program assessment and quality rating will be required on the Quality First application. Quality First enrollment will be finalized with the Quality First coach during the initial on-site visit. Accredited programs are exempt from completing an ERS assessment and will enter Quality First at a three star rating level. First Things First recognizes the same accrediting entities as the Arizona Department of Education and the Arizona Department of Economic Security.

Upon completion of the Quality First Rating Pilot Study, the final design of the rating system will be shared with the successful Applicant(s). Through this funding opportunity, successful Applicant(s) will assist participating centers and homes through the rating process. Coaches will support programs in compiling documentation required for the Quality First Point Scale and preparation for the CLASS assessment.

Coaching and Incentives

Coaching in early childhood programs is a strengths-based adult learning intervention strategy utilized to enhance skills, build competencies and improve comprehension of early childhood practices.² Studies report coaching models that include targeted observation, strategy modeling and provision of feedback is a crucial factor in the success of Quality Improvement Rating Systems.³ In Quality First, the successful Applicant(s) will assist programs in the development and implementation of a Quality Improvement Plan. The Quality Improvement Plan is derived from an accumulation of program assessment, program reports, and Quality First coaching observations. The Quality Improvement Plan is used to prioritize improvement activities through goal setting and benchmarks that will ultimately support measureable quality improvement outcomes.

The successful Applicant(s) will identify methods to ensure prioritized goals are measurable. In addition, the successful Applicant(s) will be required to deliver coaching on a variety of topics including, but not limited to developmentally appropriate practices, early childhood classroom design, infant/toddler care and Arizona's Early Learning Standards. The successful Applicant(s) will describe how partnerships with specific organizations will be developed to support specific coaching or cross training as necessary.

In addition, this funding opportunity will offer varying levels of coaching intensity to provide more enhanced opportunities to support the individualization of coaching services (See Exhibit B, Coaching Intensity Levels. Coaching intensity will be determined by the initial ERS assessment results. For programs enrolled after July 1, 2011, the initial ERS assessment will be used to determine the level of coaching intensity available. For programs enrolled prior to July 1, 2011, the successful Applicant(s) will review the current program assessment(s), quality improvement plan and coaching activity logs to determine the intensity level that will best support the quality improvement process.

The successful Applicant(s) must demonstrate capacity and competency to successfully provide individualized on-site coaching for varying coaching intensity levels. The successful Applicant(s) must also describe how coaching activities can be effectively coordinated through a combination of consultation that may include peer-learning communities, cohorts and community resources. Applicants should consider an appropriate hourly cost of coaching given the varying levels of coaching intensity levels as indicated on Exhibit B.

² Rush, D.D., Sheldon, M. L. (February 2006) Coaching Practices Rating Scale for Assessing Adherence to Evidence-Based Early Childhood Intervention Practices. *CASEinPoint*. Retrieved from http://www.fippcase.org/casetools/casetools_vol2_no2.pdf

³ Features of Professional Development and On-site Assistance in a Child Care Quality Rating Improvement System-A Survey of Statewide Systems. Accessed November 9, 2010 from http://www.nccp.org/publications/pub_970.html.

Quality First coaches will maintain electronic records and documentation for each caseload assignment to include specified program data, coaching consultation notes and quality improvement plans. Coaches will regularly update electronic records in the Quality First database by program and Regional Partnership Council, which will also be used in program reporting and monitoring. First Things First will be responsible for administering the Quality First data system including maintenance, technical assistance and training to the successful Applicant(s).

The successful Applicant(s) must demonstrate the ability to maintain records and documentation in a database system. The successful Applicant(s) must also demonstrate how supervision will be used for monitoring of data entry and documentation.

Caseload assignments will commence upon completion of the initial ERS assessment (See Exhibit A). Full-time Quality First coaches may have a maximum of 12 participating programs in a caseload. Flexibility is permitted with supporting documentation that considers intensity level, geography, language barriers and size of program.

The successful Applicant(s) must demonstrate capacity to manage caseloads assignments with varying intensity levels. The successful Applicant(s) are also required to include how geography, language, and program size will inform caseload assignments. Additionally, the successful Applicant(s) will be required to implement a continuity of care plan to ensure a minimal gap of service delivery in the event of staff attrition. The successful Applicant(s) must also demonstrate capacity to manage the coaching caseload as enrollment fluctuates throughout the grant cycle.

Financial incentives are a specific feature of Quality First. Financial incentives support programs in achieving and sustaining quality services for children. Programs enrolled after July 1, 2011, will have access to one of two types of incentives as determined by First Things First, including Quality Enhancement Grants and Quality Rating Bonuses. Currently enrolled programs will adhere to the FY11 previous incentive structure (See Exhibit C, Quality First Incentives). Quality First incentives are determined by the designated Quality First pathway and the licensed capacity of children ages five and under that are not in kindergarten. Quality Enhancement Grants are accessible for participating centers and homes that receive quality improvement support. Quality rating bonuses will be linked with the assigned quality rating. First Things First will be responsible for finalizing and sharing the Quality Rating Bonus menu with the successful Applicant(s) prior to program implementation.

This grant funding opportunity will cover all costs associated with the administration and distribution of Quality First incentives. The successful Applicant(s) must demonstrate the competency to effectively manage the incentive process that may include but is not limited to ordering, purchasing, financial record keeping/reporting, delivery and retrieval of materials. The successful Applicant(s) must follow their agency's procurement policies and should indicate estimated cost of all procurement activities in the Application. Successful Applicant(s) will be provided the required incentive tracking form by First Things First upon award, which must be

submitted on a monthly basis and must include incentives expended per funding source (state or regional) and per Regional Partnership Council. Additional carry forward funds for financial incentives of existing programs may be added to the budget of the successful Applicant(s) upon reconciliation of FY 2011 contracts. If necessary, the contract will be amended to include these additional funds and should not be requested in the budget submitted in response to this RFGA.

Due to economic conditions, over the course of Quality First program implementation, First Things First staff has been notified of Quality First program closures. In the event of a program closure, participating centers and homes will be requested to return all materials and equipment purchased with Quality First enhancement grants for redistribution to other Quality First enrolled centers and home within the regional area. The successful Applicant(s) will utilize remaining grant funding of the closed programs and identify through collaboration with the center or home reasonable methods to distribute materials to other Quality First enrolled programs in the regional area.

First Things First has developed minimum qualifications for Quality First coaches and coaching supervisors. First Things First has determined an average ratio of one supervisor for ten coaches (See Exhibit D and E). Flexibility to these ratios may be permitted with supporting documentation. This funding opportunity will cover compensation and benefits to support hiring and retention of qualified staff. All Coaching staff is required to attend training on the Assessment tools. Applicants must include the cost of training materials and registration; see budget narrative, Attachment G. In addition, the successful Applicant(s) will demonstrate effective recruitment strategies that will assist in prioritizing hiring highly qualified staff in local regional areas. The successful Applicant will also indicate how supervision will be utilized to provide reflective, individualized support for coaching staff.

The successful Applicant(s) will also demonstrate how training and professional development opportunities will be provided for all coaching staff including subcontractors. In addition, the successful Applicant(s) should include how training may be coordinated with additional successful Applicant(s) of this funding opportunity.

Implementation Requirements

This Request for Grant Application is seeking Applicants to address these specific Goals and Key Measures:

First Things First Goal Area to be addressed:

- Quality and Access

First Things First Goal to be addressed:

- First Things First will improve access to quality early care and education programs and setting.

First Things First Key Measures to be addressed:

- Total number of early care and education programs participating in the QIRS system

- Total number of children enrolled in early care and education programs participating in the QIRS system
- Total number and percentage of early care and education programs participating in the QIRS system with a high level of quality as measured by an environmental rating scale
- Total number and percentage of early care and education programs participating in the QIRS system improving their environmental rating score

Target Population to serve

The target population of this funding opportunity is early care and education programs in both center and home-based settings serving children ages five and under. Programs must be regulated (licensed and monitored) and in good standing by the Arizona Department of Health Services, Department Of Economic Security, Tribal or military government. First Things First defines good standing as a program whose license is not in open enforcement action, eligible to receive authorization to care for children of subsidized families and contract is current to date.

Geographic Area

First Things First will fund the successful Applicants to administer the Coaching and Incentive Management portion of the Statewide Quality First program. The Grantee will be responsible to serve the target population in 31 regional partnership councils through statewide funding and 23 First Things First Regional Partnership Councils currently funding Quality First slots. The successful Applicant must have the ability to administer the program should additional First Things First Regional Partnership Councils choose to fund this strategy in their regions or if participating Regional Partnership Councils increase or decrease funding to this strategy.

It is anticipated that between one and five awards will be made for this RFGA. Applicants must implement the Coaching and Incentives component of Quality First within at least one First Things First geographically defined Regional Area (except in the Phoenix/Yavapai and Maricopa Regional Areas, both must be served). Applicants may also choose to apply to implement the Coaching and Incentives components within more than one or all of the Regional Areas. Regional Areas are determined by groups of First Things First Regional Partnership Councils. See Exhibit G for a list of Regional Partnership Councils within the Regional Areas of service for this RFGA. Applicant(s) shall provide the coaching and incentives components of Quality First to the entire Regional Area.

Coordination

First Things First prioritizes coordination and collaboration among early childhood service providers as critical to developing a seamless service delivery system for children and families. As a result of coordination and collaboration, services are often easier to access and are implemented in a manner that is more responsive to the needs of the children and families. Coordination and collaboration may also result in greater capacity to deliver services because organizations are working together to identify and address gaps in service. Successful Applicants must demonstrate capacity to work with and participate in coordination and collaboration activities occurring within the First Things First region(s) being served. Ongoing collaboration with First Things First will be required for successful program implementation. This may include but is not limited to participating in regular meetings. First Things First will be

responsible for coordinating monthly collaboration opportunities including teleconferences and in person meetings that the successful Applicant(s) will be required to attend. The successful Applicant(s) will also be required to participate in all ongoing collaboration efforts administered by First Things First. In order to accomplish this, Applicants should plan the appropriate staffing and budget to support travel to and attendance at monthly meetings within the regional area or statewide meetings, as appropriate.

Program Specific Data Collection and First Things First Evaluation

Successful Applicant(s) agree to participate in the First Things First evaluation and any program specific evaluation or research efforts. Data collection and First Things First evaluation activities are directly connected with Goals, Performance Measures and Units of Service aligned to the strategy described in this RFGA.

Units of Service and related Target Service Number Definition:

A Unit of Service is a First Things First designated indicator of performance specific to each First Things First strategy. It is composed of a unit of measure and a number (Target Service Number). A Unit of Measure/Service can be a target population and/or a service/product that a grantee is expected to serve as a part of an agreement. The Target Service Number represents the number of unit (e.g. target population) proposed to be served or number of products/services proposed to be delivered during the contract year.

For example, for the First Things First strategy Home Visitation the First Things First Unit of Service “number of families served” and a Target Service Number of 50 represents the number of families the Applicant proposes to serve during the contract period. All First Things First Applicants must clearly state in the proposal a target service number for each strategy specific Unit of Service.

Performance Measures Definition:

Performance Measures measure (1) key indicators of performance (i.e. Unit of Service); (2) basic implementation of strategy; (3) alignment of program activities to strategy specific standards of practice, (4) performance or progress toward pre-established strategic goals. Performance measures may include the level or type of program activities conducted (e.g. serving families/children through home visits) and/or the direct services and products delivered by a program (e.g., providing scholarships).

Successful Applicants must have capacity to collect and submit First Things First data requirements, securely and confidentially store client data, and utilize data to assess progress in achieving desired outcomes of the proposed strategy. Units of Service, Target Service Numbers, and Performance Measures outline how quarterly data submissions will be evaluated according to the contracted deliverables and standards of practice for the contract. Additionally, they are used by First Things First to determine the key impacts of the strategies, programs and approaches being implemented.

All successful Applicants will be provided with data reporting requirements by First Things First and will meet the requirements of the First Things First evaluation including, but not limited to,

timely and regular reporting and cooperation with all First Things First evaluation activities. Timely and regular reporting of all performance and evaluation data including the electronic submission of data (as identified in data reporting templates designed for each strategy) through the First Things First secure web portal known as PGMS.

Successful Applicants are required to collaborate with the First Things First external evaluation, which means the successful Applicant, must collaborate with the external evaluation-led child assessment activities. Collaborative activities may include tracking and reporting data pertaining to participant attendance, enrollment, and demographic information. In addition, Applicants agree to allow First Things First and evaluation consultants of First Things First to observe program activities onsite and successful Applicants must collaborate with First Things First led and initiated evaluation activities to encourage parent consent for data collection.

Units of Service and Performance Measures that are aligned to the Goal for the purposes of this RFGA are as follows:

Unit of Service:

- Total number of early care and education home-based providers participating in Quality First
- Total number of early care and education center-based providers participating in Quality First

Performance Measures:

- 80 percent of QF participants complete orientation within 25 business days of assessment completion date.
- 75 percent of Quality Improvement Plans (QIP) are completed and uploaded in the Quality First system within 45 business days of enrollment agreement completion date.
 - Initial Planning Document (IPD) is approved and uploaded in the Quality First system.
 - Three to five action plans are approved and uploaded in the Quality First system.

For more information on First Things First Goal Areas, Goals and Performance Measures, please visit:

http://www.azftf.gov/WhatWeDo/Impacting/Documents/azftf_Strategic_Road_Map2008.pdf

How Will Applications be Evaluated?

The review committee will evaluate Applications and recommend those for an award based on the following criteria:

- | | |
|--|-------|
| • Capacity of the Applicant for Addressing Needs | (25%) |
| • Strategy | (30%) |
| • Implementation Activities | (25%) |
| • Resource and Budget | (10%) |
| • Evaluation Plan | (10%) |

Those Applicants not selected for funding will be notified in writing; however, pursuant to A.R.S. §41-2702 (E), all Applications shall not be open for public inspection until after grants are awarded. A.R.S. §41-2702 (G) also states the evaluator assessments shall be made available for public inspection no later than thirty (30) days after a formal award is made.

Application: Responding to the Scope of Work

To complete your Application, restate each of the questions numbered one through 26 and then provide a narrative response to each item unless noted. If the item requires a completed attachment, please reference that attachment within the narrative response when indicated.

Executive Summary (required – 1 page overview)

1. Provide a one (1) page narrative overview of the proposed project that includes a brief summary of the program, how it will be implemented, and the Applicant's capacity to implement this program and how success and outcomes will be measured.

Capacity for Addressing the Needs (25%)

This component creates a foundation for the proposal by focusing on: meeting the needs and building on assets; other individuals or groups who will play a role in the development or implementation of the program; and the capacity of the Applicant to meet the need and deliver the services.

Applicants must address Capacity for Addressing the Needs by completing the following questions and attachments, when applicable:

2. Complete the First Things First Standard Data Collection Form (Attachment A). No additional narrative is required.
3. Provide a brief narrative description of your organization's capacity to implement the Quality First Coaching and Incentive Management, including prior experience that demonstrates the agency's ability to manage and monitor statewide programs. Provide examples of experience implementing related programs and the outcomes of those programs. It should be noted that past performance on any grants might be taken into consideration in evaluation of your proposals. (In addition to the narrative, please complete Applicant's Experience, Attachment B.)
4. In order to implement the strategy, what capacity or infrastructure building will be needed? In addition, provide a narrative description of the coordination and collaboration activities that will be put in place to ensure successful implementation of the strategy, including the agencies/partners you anticipate involving in these activities, including collaborations with First Things First, T.E.A.C.H. Early Childhood ® ARIZONA Administrative Home, Child Care Health Consultation Contractor and the Quality First Assessment Grantee. You must attach letters of support or Memoranda of Understanding for each proposed partner describing the role and responsibilities for the success of the project (outside of the First Things First programs specifically listed).
5. Provide a brief narrative description of how supervision and professional development for coaching staff will take place. List all activities related to the supervision of Coaches

including a plan for reflective supervision and periodic observation. Further, describe recruitment strategies that will assist in prioritizing hiring highly qualified staff in local regional areas, while maintaining minimum qualifications for Quality First coaches and coaching supervisors. In addition, complete Key Personnel Overview (Attachment C), listing how much time each staff member will spend on the project. You must also attach resumes for key individuals involved in the project or job descriptions for positions to be filled.

6. Describe your plans to implement a continuity of care plan to ensure a minimal gap of service delivery in the event of staff attrition.
7. Indicate how supervision will be utilized to provide reflective, individualized support for coaching staff.
8. Based on the Regional Partnership Council's ability to expand these services within regional areas, please describe your organization's ability to increase services as necessary to meet all future additional service request needs of the Regional Partnership Councils.

Strategies (30%)

This component identifies and describes the Applicant's program/strategy(ies) chosen to reach the stated Goals and Key Measures and also addresses the targeted individuals or groups to be reached.

Applicants must address Strategies by completing the following questions:

9. Provide a concise and descriptive plan for implementation of individualized coaching services (including, but not limited to enrollment and orientation, rating preparation, technical assistance, training, assessment analysis, goal setting, development of a quality improvement plan (QIP) based on prioritized needs, progress monitoring, and record keeping and documenting of activities in the First Things First Quality First database) that will support quality improvement activities through reflective strategies. Include areas of joint planning, program observation, consultation and technical assistance. In addition, describe the agency's capacity to provide coaching and incentive services to programs that are under both service delivery models.
10. Describe how implementation plans will assist participating centers and homes through the rating process. Further, describe how implementation of the model will be consistent and seamless in the delivery of services including streamlining delivery procedures, forms and systems with subcontractors and additional successful Applicant(s) of this funding opportunity.
11. Discuss plans to deliver coaching on a variety of topics and include examples of those topics to be delivered that may include, but not limited to developmentally appropriate practices, early childhood classroom design, infant/toddler care and Arizona's Early Learning Standards. Further, describe how partnerships with specific organizations will be developed to support specific coaching or cross training as necessary and how coaching activities can be effectively coordinated through a combination of consultation.
12. Describe how geography, language, and program size will inform caseload assignments, how caseloads assignments will be managed with varying intensity levels of coaching required, and the agency's plans to manage the coaching caseload as enrollment fluctuates throughout the grant cycle.

13. Identify methods that will be utilized to ensure prioritized goals described in Quality Improvement Plans are measurable.
14. Discuss how the agency will integrate coordination and collaboration of other Quality First components as well as identified First Things First strategies.
15. Describe the agency's plan to effectively manage the incentive process including capacity to order, purchase, record, report, deliver and retrieve materials as necessary.

Implementation

This component focuses on the steps that must be taken to put the strategy(ies) into action. It should include all the elements that will be required to operationalize the program.

Applicants must address Implementation Activities and Budget by completing the following questions:

Implementation Activities (25%)

16. Sequentially list the activities needed to operationalize the strategy, including timelines and responsibilities using the Implementation Plan (Attachment D).
17. Describe any anticipated barriers to implementation and your plans to overcome those barriers.
18. Describe the agency's training plan for existing and/or new staff, including Coaching Staff attending training on Assessment tools in addition to other training that will be delivered. Describe how and when this training will be delivered and how the training will enhance professional development of staff specific to this project. As applicable, describe how the agency's training plan will include coaching staff of any subcontractor(s). Further, describe how training may be coordinated with any additional successful Applicant(s) of this funding opportunity. This should be included in the implementation plan (Attachment D).
Please note: Coaching training on assessment tools will be coordinated by the Quality First Assessment Grantee, however, the successful Applicant(s) will be required to purchase the ERS and CLASS assessment training materials for all coaching staff.

Budget (10%)

The budget and budget narrative should provide a clear and concise explanation of the methods used to determine the amounts for each line item in the proposed program budget. All budget forms must be signed by an authorized agency representative.

19. Submit the Funds Requested Form (Attachment E). No additional narrative is required.
20. Submit the Line Item Budget (Attachment F) using only the budget categories listed on the form. No additional narrative is required.
21. Submit the Budget Narrative (Attachment G) using only the budget categories listed on the form.
22. Submit the Disclosure of Other Funding (Attachment H). This list should include all other sources of funding currently received from other State or public agencies, Federal agencies, non-profit organizations and other sources that will be applied to the proposed program/strategy(ies). Note that statute A.R.S. §8-1183 provides for a prohibition on supplanting of state funds by First Things First expenditures, meaning that no First Things

First monies expended are to be used to take the place of any existing state or federal funding for early childhood development and health programs.

23. Describe your organization's business management system by completion of the Financial Systems Survey. Attach the Financial Systems Survey (Attachment I) to capture basic financial system/operational information to assess financial capacity early in the process. No additional narrative is required. As noted in the financial system survey, you are required to submit a complete copy of the most recent audited, reviewed or compiled financial statements as well as management letters and a schedule showing the TOTAL federal funds (by granting agency) expended by your agency for the most recent fiscal year. NOTE THAT ONLY ONE COPY OF EACH OF THESE DOCUMENTS NEEDS TO BE INCLUDED WITH THE APPLICATION MARKED "ORIGINAL".

Evaluation Plan (10%)

This component will address questions about how the program is working and what can be done to make the program more effective. The evaluation plan should be directly connected to the Goals, Key Measures, and Performance Measures and should determine the extent to which the program has accomplished the stated goals and key measures. The evaluation should also measure implementation fidelity by assessing which activities were implemented and the quality, strengths and weaknesses of the implementation.

Applicants must include a plan for Evaluation and Quality Improvement by completing the following questions.

24. Describe plans to ensure that Coaches regularly maintain electronic records and documentation in the Quality First database.
25. Describe who will have overall responsibility for and how supervision will be used for monitoring of data entry and documentation. As applicable, describe how supervision and monitoring of data entry and documentation of any subcontractor(s) will be implemented. In addition, who will have responsibility for the completion and submission of quarterly narrative reports? Be sure to include these staff members in your Key Personnel Overview (Attachment C).
26. What resources (e.g., personnel, supplies, computer, etc.) will be needed to complete necessary activities related to the quality data input and data collection of the program? In addition to a narrative description, the funds dedicated to evaluation should be reflected in the budget.

Instructions to Applicants

A. Inquiries

1. Duty to Examine. It is the responsibility of each Applicant to examine the entire RFGA, seek clarification in writing (inquiries), and examine its' Application for accuracy before submitting the Application. Lack of care in preparing an Application shall not be grounds for modifying or withdrawing the Application after the Application due date and time, nor shall it give rise to any Contract claim.

2. RFGA Contact Person. Any inquiry related to an RFGA, including any requests for or inquiries regarding standards referenced in the RFGA shall be directed solely to the RFGA contact person. The Applicant shall not contact or direct inquiries concerning this RFGA to any other State employee unless the RFGA specifically identifies a person other than the RFGA contact person as a contact.
3. Submission of Inquiries. The Grants and Contracts Procurement Specialist identified in this RFGA, who is the contact for all inquiries except at the Pre-Application Conference, requires that an inquiry be submitted in writing. Any inquiry related to the RFGA shall refer to the appropriate RFGA number, page and paragraph. Do not place the RFGA number on the outside of the envelope containing that inquiry, since it may then be identified as an Application and not be opened until after the Application due date and time. Electronic inquiries are acceptable. First Things First shall consider the relevancy of the inquiry but is not required to respond in writing.
4. Timeliness. Any inquiry or exception to the RFGA shall be submitted as soon as possible and should be submitted at least seven days before the Application due date and time for review and determination by First Things First. Failure to do so may result in the inquiry not being considered for an RFGA Amendment.
5. No Right to Rely on Verbal Responses. An Applicant shall not rely on verbal responses to inquiries. A verbal reply to an inquiry does not constitute a modification of the RFGA.
6. RFGA Amendments. The RFGA shall only be modified by a formal written RFGA amendment. Formal written amendments are posted on the First Things First website, www.azftf.gov. It is the sole responsibility of the Applicant to check the website regularly.
7. Pre-Application Conference. A Pre-Application Conference will not be held in conjunction with this RFGA.
8. Persons with Disabilities. Persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting the RFGA contact person. Requests shall be made as early as possible to allow time to arrange the accommodation.

B. Application Preparation

1. Forms. No facsimile or electronic mail Applications shall be accepted. An Application shall be submitted using the forms provided in this RFGA or on their substantial equivalent. Any substitute document for the forms provided in this RFGA must be legible and contain the same information requested on the forms, unless the RFGA indicates otherwise.
2. Technical Requirements. Applications will be reviewed initially for compliance with technical requirements. Noncompliance with these requirements may result in the Application being deemed non-responsive, and therefore, not susceptible to award.
 - Responses should be typed, single-spaced with one-inch margins or wider with a twelve (12)-point font used.
 - Applications are not to be bound in spiral binders or in 3-ring notebooks. Please submit the Application either stapled in the upper left-hand corner or use a binder clip.
 - Applications should be single sided, NOT duplexed.

- Number all pages and include a table of contents that follows the underlined categories in the “Application: Responding to the Scope of Work” Section. Enclose one (1) original (clearly marked “ORIGINAL”) and nine (9) additional copies.
- All Attachments must be completed as instructed.
- The organization name and the Request for Grant Application Number (**RFGA number found on page 1 of this RFGA**) must be clearly marked on the outside of the sealed envelope/package.

Please refer to the Checklist within this RFGA to verify inclusion of all required documentation and use of the proper format.

3. Evidence of Intent to be Bound. The Applicant Offer and Acceptance Form within the RFGA shall be submitted with the Application and shall include a signature by a person authorized to sign the Application. The signature shall signify the Applicant’s intent to be bound by the Application, the terms of the RFGA and that the information provided is true, accurate and complete. Failure to submit verifiable evidence of intent to be bound, such as an original signature, shall result in rejection of the Application.
4. Exceptions to Terms and Conditions. All exceptions included with the Application shall be submitted in a clearly identified separate section of the Application in which the Applicant clearly identifies the specific paragraphs of the RFGA where the exceptions occur. Any exceptions not included in such a section shall be without force and effect in any resulting Contract unless such exception is specifically accepted by the Grants and Contracts Procurement Specialist in a written statement. The Applicant’s preprinted or standard terms will not be considered by First Things First as a part of any resulting Contract. All exceptions that are contained in the Application may negatively affect First Things First’s proposal evaluation based on the evaluation criteria stated in the RFGA or result in rejection of the Application.
5. Subcontracts. Applicant shall clearly list any proposed subcontractors and the subcontractor’s proposed responsibilities in the Application.
6. Cost of Application Preparation. First Things First will not reimburse any Applicant the cost of responding to an RFGA.
7. RFGA Amendments. Each RFGA Amendment shall be signed with an original signature by the person signing the Application, and shall be submitted no later than the Application due date and time. Failure to return a signed copy of a RFGA Amendment may result in rejection of the Application.
8. Additional Materials. Additional materials such as promotional brochures or examples of other programs should not be submitted unless they directly relate to the information required in the Application.
9. Provision of Tax Identification Numbers. Applicants are required to provide their Arizona Transaction Privilege Tax Number and/or Federal Tax Identification number in the space provided on the Offer and Acceptance Form.
10. Disclosure. If the firm, business or person submitting this Application has been debarred, suspended or otherwise lawfully precluded from participating in any public procurement

activity, including being disapproved as a subcontractor with any Federal, state or local government; or if any such preclusion from participation from any public procurement activity is currently pending, the Applicant shall fully explain the circumstances relating to the preclusion or proposed preclusion in the Application. The Applicant shall include a letter with its Application setting forth the name and address of the governmental unit, the effective date of this suspension or debarment, the duration of the suspension or debarment, and the relevant circumstances relating to the suspension or debarment. If suspension or debarment is currently pending, a detailed description of all relevant circumstances including the details enumerated above shall be provided.

11. RFGA Order of Precedence. In the event of a conflict in the provisions of this RFGA, the following shall prevail in the order set forth below:

- 11.1 First Things First Special Terms and Conditions
- 11.2 State of Arizona Uniform Terms and Conditions
- 11.3 Scope of Work
- 11.4 Attachments
- 11.5 Exhibits
- 11.6 Instructions to Applicants
- 11.7 Other documents referenced or included in the RFGA

C. Submission of Application

1. Sealed Envelope or Package. One (1) original (clearly marked “original”) Application and nine (9) copies shall be submitted to the submittal location identified in this RFGA. Applications must be submitted in a sealed envelope or container. The envelope or container should be clearly identified with name of the Applicant and RFGA number. First Things First may open envelopes or containers to identify contents if the envelope or container is not clearly identified.
2. Late Applications. An Application submitted after the exact Application due date and time shall be rejected. Applications **must** be received by First Things First at the designated due date and time.
3. Application Amendment or Withdrawal. An Application may not be amended or withdrawn after the Application due date and time except as otherwise provided under applicable law.
4. Application Opening. Applications shall be opened publicly at the time and place identified in this RFGA. The name of each Applicant shall be read publicly and recorded.
5. Disqualification. An Applicant (including each of its principals) who is currently debarred, suspended or otherwise lawfully prohibited from any public procurement activity shall have its Application rejected.
6. Public Record. All Applications submitted and opened are public records and must be retained by First Things First. Applications shall be open to public inspection no later than 30 days after Contract award pursuant to A.R.S. §41-2702 (E), except for such Applications deemed to be confidential by First Things First. If an Applicant believes that information in its Application should remain confidential, it shall indicate as confidential the specific information and submit a statement with its Application detailing the reasons that the information should not be disclosed. Such reasons shall include the specific harm or prejudice which may arise. First Things First, pursuant to A.C.R.R. R2-7-104, shall review all requests for confidentiality and

provide a written determination. If the confidential request is denied, such information shall be disclosed as public information, unless the person utilizes the "Protest" provision as noted in A.R.S. §41-2611 through §41-2616.

7. Application Acceptance Period. Applications shall be irrevocable for 120 days after the RFGA due date and time.
8. Non-collusion, Employment, and Services. By signing the Offer and Acceptance Form, the Applicant certifies that:
 - a. The Applicant did not engage in collusion or other anti-competitive practices in connection with the preparation or submission of its Application; and
 - b. The Applicant does not discriminate against any employee or applicant for employment or person to whom it provides services because of race, color, religion, sex, national origin, sexual orientation or disability, and that it complies with all applicable Federal, state and local laws and executive orders regarding employment.
9. Budget Limitations. In the event that the Applications received exceed the budget limitations, First Things First reserves the option to request a reduction in the scope of the Applicant's proposed program. Revised budget documents will be required. First Things First reserves the right to award contracts for less than the proposed amount and/or less than the available funds or make awards that exceed the posted available funds as additional funds become available.
10. Waiver and Rejection Rights. Notwithstanding any other provision of the RFGA, the State reserves the right to:
 - 10.1 Waive any minor informality,
 - 10.2 Reject any and all Applications or portions thereof, or
 - 10.3 Cancel the RFGA.

D. Award

1. Multiple Awards. In order to ensure adequate coverage of First Things First requirements, either single or multiple awards may be made.
2. Contract Inception. An Application does not constitute a Contract nor does it confer any rights on the Applicant to the award of a Contract. A Contract is not created until the Application is accepted in writing by the First Things First designee's signature on the Offer and Acceptance Form. A notice of award or of the intent to award shall not constitute acceptance of the Application.
3. Effective Date. The effective date of this Contract shall be the date that the First Things First designee signs the Offer and Acceptance form or other official contract form, unless another date is specifically stated in the Contract.

E. Protests

1. A protest shall comply with and be resolved according to A.R.S. §41-2611. Protests shall be in writing and filed with the Executive Director, Arizona Early Childhood Development and Health Board. A protest of an RFGA shall be received by the Grants and Contracts Procurement Specialist before the Application due date. A protest of a proposed award or of an award shall be filed within ten (10) days after the protester knows or should have known the basis of the protest. A protest shall include:

- 1.1 The name, address and telephone number of the protester,
- 1.2 The signature of the protester or its representative,
- 1.3 Identification of the RFGA or Contract number,
- 1.4 A detailed statement of the legal and factual grounds of the protest including copies of relevant documents, and
- 1.5 The form of relief requested.

F. Comments Welcome

1. First Things First periodically reviews the Instructions to Applicants and welcomes any comments you may have. Please submit your comments to the Grants and Contracts Procurement Specialist, grants@azftf.gov

Terms and Conditions

FIRST THINGS FIRST SPECIAL TERMS AND CONDITIONS

1. Term of Contract. The effective date of this Contract shall be the date that the First Things First designee signs the Offer and Acceptance form or other official contract form and shall remain in effect until June 30, 2012, unless terminated, cancelled or extended as otherwise provided herein.
2. Contract Renewal/Contract Amendment. This Contract shall not bind nor purport to bind First Things First for any contractual commitment in excess of the original contract period. First Things First shall have the right, with consult of the awardee, to issue a written contract amendment to expand services and increase funding awarded to compensate for the agreed upon service expansion. First Things First shall have the right, at its sole option, to renew the contract for four (4) one-year periods or a portion thereof. Contract awards may be increased, decreased, or not renewed based on evaluation, programmatic and fiscal performance, the availability of funds, or the discretion of First Things First. If First Things First exercises such rights, all terms, conditions and provisions of the original contract shall remain the same and apply during the renewal period.
3. Reporting. At minimum, grantees shall submit quarterly programmatic progress reports due by the 20th of the month following the quarter and narrative program reports into the First Things First Partners in Grants Management System (PGMS). Failure to submit timely reports will result in suspension of reimbursement. The report shall contain such information as deemed necessary by First Things First.

Requests for program and budget changes must be sent to:

First Things First
Quality First
4000 N. Central Avenue, Suite 800
Phoenix, AZ 85012

First Things First will post any important grantee requirement information under the Grantee Resources section of PGMS.

4. Reimbursement/Payment. The Grantee shall be paid on a cost-reimbursement basis monthly for those items submitted and approved in the budget inclusively. Reimbursement requests

shall be submitted monthly via the First Things First PGMS and must include the monthly incentive tracking spreadsheet. **Grantee shall submit a final reimbursement request for expenses obligated prior to the date of contract termination no more than forty-five (45) days after the contract end.** Requests for reimbursement received later than forty-five (45) days after the contract termination will not be paid. **If awarded a contract, your organization must have sufficient funds to meet obligations for at least sixty- (60) days while awaiting reimbursements.** If an exception is requested to this requirement, it must be provided in writing in your Application describing the justification and need for alternative considerations, which will be separately considered during the application review and may not be approved. Requests for exceptions to reimbursement-based payments submitted after awards are made are subject to separate review and may not be approved.

Financial budget modification requests must be sent to:
First Things First
Finance Division – Quality First
4000 North Central Avenue, Suite 800
Phoenix, Arizona 85012

5. Confidentiality of Records. The Grantee shall establish and maintain procedures and controls that are acceptable to First Things First for the purpose of assuring that no information contained in its records or obtained from First Things First or from others in carrying out its functions under the contract shall be used by or disclosed by it, its agents, officers, or employees; except as required to efficiently perform duties under the contract. Persons requesting such information shall be referred to First Things First. Grantee also agrees that any information pertaining to individual persons shall not be divulged other than to employees or officers of the Grantee as needed for the performance of duties under the contract, unless otherwise agreed to in writing by First Things First.
6. Key Personnel. It is essential that the Grantee provide an adequate staff of experienced personnel, capable of and devoted to the successful accomplishment of work to be performed under this contract. The Grantee must assign specific individuals to the key positions, when possible or submit an official position description for which candidates must qualify. **Once assigned to work under the contract, if key personnel are removed or replaced, written notification shall be sent to First Things First.**
7. Orientation. A mandatory Orientation Meeting will be scheduled during the first quarter after awards are made and will provide all awarded grantees the information required to manage the contract.
8. Working with Tribal Regional Partnership Council(s). A grantee must comply with requirements set forth by the Tribal Government in relation to essential functions of the grants operation including data collection. It is the responsibility of the grantee to follow appropriate policy and procedures, complete IRB, parent consent, and appropriate tribal approvals as designated by tribal authorities.
9. Geographic Distribution. If Applications are not received from geographic areas within the region or if an Application submitted is not deemed applicable to funding by the review committee or falls below a review-scoring threshold, all funding may not be awarded or could be awarded to meet disparate geographic need for services. First Things First also reserves the

right to fund more than one program in an area, to not award the entire amount of available funds, or to award an amount that is greater than the posted available funds.

STATE OF ARIZONA UNIFORM TERMS AND CONDITIONS

1. Contract Interpretation

- 1.1 Arizona Law. This Contract shall be governed and interpreted by the laws of the State of Arizona. The venue for any proceedings, actions, or suits arising from this Contract shall be in Maricopa County, Arizona.
- 1.2 Implied Contract Terms. Each provision of law and any terms required by law to be in this Contract are a part of this Contract as if fully stated in it.
- 1.3 Contract Order of Precedence. In the event of a conflict in the provisions of the Contract, as accepted by First Things First and as they may be amended, the following shall prevail in the order set forth below:
 - 1.3.1. First Things First Special Terms and Conditions
 - 1.3.2. State of Arizona Uniform Terms and Conditions
 - 1.3.3. Statement or Scope of Work
 - 1.3.4. Attachments/Exhibits
 - 1.3.5. Documents referenced or included in the RFGA
- 1.4 Severability. The provisions of this Contract are severable. Any term or condition deemed illegal or invalid shall not affect any other term or condition of the Contract.
- 1.5 No Parole Evidence. This Contract is intended by the parties as a final and complete expression of their contract. No course of prior dealings between the parties and no usage of the trade shall supplement or explain any terms used in this document and no other understanding either oral or in writing shall be binding.
- 1.6 No Waiver. Party's failure to insist on strict performance of any term or condition of the Contract shall not be deemed a waiver of that term or condition even if the party accepting or acquiescing in the nonconforming performance knows of the nature of the performance and fails to object to it.

2. Contract Administration and Operation

- 2.1 Records. Pursuant to A.R.S. §35-214 and §35-215, the Grantee shall retain and shall contractually require each subcontractor to retain all data and other "records" relating to the acquisition and performance of the Contract for a period of five years after the completion of the Contract. All records shall be subject to inspection and audit by First Things First at reasonable times. Upon request, the Grantee shall produce a legible copy of any or all such records.
- 2.2 Non-Discrimination. The Grantee shall comply with State Executive Order No. 99-4 and all other applicable Federal and State laws, rules and regulations, including the Americans with Disabilities and all applicable provisions and regulations relating to Executive Order No. 13279 – Equal Protection of the Laws for Faith-based and Community Organizations.
- 2.3 Audit. Pursuant to A.R.S. §35-214, at any time during the term of this Contract and five (5) years thereafter, the Grantee's or any subcontractor's books and records shall be subject to

audit by First Things First and, where applicable, the Federal Government, to the extent that the books and records relate to the performance of the Contract or subcontract.

- 2.4 Financial Audit. In compliance with the Federal Single Audit Act (31 U.S.C. par., 7501-7507), as amended by the Single Audit Act Amendments of 1996 (P.L. 104 to 156), grant sub-recipients, as prescribed by the President's Council on Integrity and Efficiency Position #6, expending Federal Grants from all sources totaling \$500,000 or more, must have an annual audit conducted in accordance with OMB Circular #A-133, "Audits of States, Local Governments and Non-profit Organizations." **If you have expended more than \$500,000 in federal dollars, a copy of your audit report for the previous fiscal year must be submitted with your Application.**
- 2.5 Audit Trails. Grantee shall maintain proper audit trails for all reports related to this contract. First Things First reserves the right to review all program records.
- 2.6 Fund Management. The Grantee must maintain funds received under this contract in separate ledger accounts and cannot mix these funds with other sources. Grantee must manage funds according to applicable regulations for administrative requirements, cost principles and audits.

The Grantee must maintain adequate business systems to comply with State requirements. The business systems that must be maintained are:

- a. Financial Management
- b. Procurement
- c. Personnel
- d. Property
- e. Travel

A system is adequate if it is: 1) written; 2) consistently followed – it applies in all similar circumstances; and 3) consistently applied – it applies to all sources of funds.

- 2.7 Notices. All notices, requests, demands or communications by either party to this Agreement, pursuant to or in connection with this Agreement shall be in writing and shall be delivered in person or shall be sent by the United States Postal Service, certified mail, return receipt requested, to the respective parties at the following addresses:

First Things First
Quality First
4000 N. Central Avenue, Suite 800
Phoenix, AZ 85012

- 2.8 Advertising, Publishing and Promotion of Contract. The Grantee shall not use, advertise or promote information for commercial benefit concerning this Contract without the prior written approval of the Grants and Contracts Procurement Specialist.
- 2.9 Ownership of Information/Printed Material. First Things First reserves the right to review and approve all publications and/or media funded or partially funded through this contract. All publications funded or partially funded through this contract shall recognize First Things First as the funding source. First Things First shall have full and complete rights to

reproduce, duplicate, disclose, perform, and otherwise use all materials prepared under this Agreement.

The Grantee agrees that any report, printed matter, or publication (written, visual, or sound, but excluding press releases, newsletters, and issue analyses) issued by the Grantee describing programs or projects funded under this agreement in whole or in part with First Things First funds and shall follow the protocol and style guide provided by First Things First. First Things First will post any important updated communications protocol information under the Grantee Resources section of PGMS.

3. Funding/Payments

- 3.1. Funding. Requested funding must be submitted in an all-inclusive basis. The State will not reimburse any item other than the all-inclusive funding contained on the budget forms.
- 3.2. Tax Indemnification. Grantee and all subcontracts shall pay all Federal, state and local taxes applicable to its operation and any persons employed by the Grantee. Grantee shall, and require all subcontractors to hold First Things First harmless from any responsibility for taxes, damages and interest, if applicable, contributions required under Federal, and/or state and local laws and regulations and any other costs including transaction privilege taxes, unemployment compensation insurance, Social Security and Worker's Compensation.
- 3.3. IRS Substitute W9 Form. In order to receive payment the Grantee shall have a current IRS Substitute W9 Form on file with State of Arizona, unless not required by law.
- 3.4. Availability of Funds for the Next Fiscal Year. Funds are not presently available for performance under this contract beyond the current fiscal year. Every payment obligation of First Things First under this Contract is conditioned upon the availability of funds appropriated or allocated for the payment of such obligation. If funds are not allocated and available for the continuance of this Contract, this Contract may be terminated by First Things First at the end of the period for which funds are available. No liability shall accrue to First Things First in the event this provision is exercised, and First Things First shall not be obligated or liable for any future payments or for any damages as a result of termination under this paragraph.

4. Contract Changes

- 4.1. Amendments. Any change in the contract including the scope of work and budget described herein, whether by modification or supplementation, must be accomplished by a formal written contract amendment signed and approved by and between the duly authorized representatives of the Grantee and First Things First. Any such amendment shall specify an effective date, any increases or decreases in the Grantee's compensation, if applicable, and entitled as an "Amendment" and signed by the parties identified in the preceding sentence. The Grantee expressly and explicitly understands and agrees that no other method and/or no other document, including correspondence, acts, and oral communications by or from any person, shall be used or construed as an amendment or modification or supplementation to the contract.
- 4.2. Subcontractors. The Grantee agrees and understands that no subcontract that the Grantee enters into with respect to performance under this contract shall in any way relieve the

Grantee of any responsibility for performance of its duties. It is highly recommended by First Things First that a Memorandum of Understanding or some other type of contract is in place between the Grantee and a Subcontractor for services to be performed, and in which a payment amount has been negotiated and approved, to avoid any misunderstanding between both parties. The Subcontract shall incorporate by reference the terms and conditions of this Contract.

- 4.3 Assignment and Delegation. The Grantee shall not assign any right nor delegate any duty under this Contract without the prior written approval of the Grants and Contracts Procurement Specialist. First Things First shall not unreasonably withhold approval.

5. Risk and Liability

- 5.1. Indemnification. (Not Public Agency) The parties to this Contract agree that First Things First, its departments, Board and Councils shall be indemnified and held harmless by the Grantee for the vicarious liability of First Things First as a result of entering into this contract. However, the parties further agree that First Things First, its departments, Board and Councils shall be responsible for its own negligence. Each party to this contract is responsible for its own negligence.
- 5.2 Indemnification Language for Public Agencies Only. Each party (as 'indemnitor') agrees to indemnify, defend, and hold harmless the other party (as 'indemnitee') from and against any and all claims, losses, liability, costs, or expenses (including reasonable attorney's fees) (hereinafter collectively referred to as 'claims') arising out of bodily injury of any person (including death) or property damage but only to the extent that such claims which result in vicarious/derivative liability to the indemnitee, are caused by the act, omission, negligence, misconduct, or other fault of the indemnitor, its officers, officials, agents, employees, or volunteers.

This indemnity shall not apply if the Grantee or sub-contractor(s) is/are an agency, board, commission or university of the State of Arizona.

- 5.3 Insurance Requirements. Grantee and subcontractors shall procure and maintain until all of their obligations have been discharged, including any warranty periods under this Contract, are satisfied, insurance against claims for injury to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Grantee, his agents, representatives, employees or subcontractors.

The *insurance requirements* herein are minimum requirements for this Contract and in no way limit the indemnity covenants contained in this Contract. First Things First in no way warrants that the minimum limits contained herein are sufficient to protect the Grantee from liabilities that might arise out of the performance of the work under this contract by the Grantee, its agents, representatives, employees or subcontractors, and Grantee is free to purchase additional insurance.

- A. MINIMUM SCOPE AND LIMITS OF INSURANCE: Grantee shall provide coverage with limits of liability not less than those stated below.

1. Commercial General Liability – Occurrence Form

Policy shall include bodily injury, property damage, personal injury and broad form contractual liability coverage.

- General Aggregate \$2,000,000
- Products – Completed Operations Aggregate \$1,000,000
- Personal and Advertising Injury \$1,000,000
- Blanket Contractual Liability – Written and Oral \$1,000,000
- Fire Legal Liability \$50,000
- Each Occurrence \$1,000,000
- a. The policy shall be endorsed to **include coverage for sexual abuse and molestation.**
- b. The policy shall be endorsed to include the following additional insured language:
“The State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees shall be named as additional insureds with respect to liability arising out of the activities performed by or on behalf of the Grantee”.
- c. Policy shall contain a waiver of subrogation against the State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees for losses arising from work performed by or on behalf of the Grantee.

2. **Business Automobile Liability**

Bodily Injury and Property Damage for any owned, hired, and/or non-owned vehicles used in the performance of this Contract.

- Combined Single Limit (CSL) \$1,000,000
- a. The policy shall be endorsed to include the following additional insured language:
“The State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees shall be named as additional insureds with respect to liability arising out of the activities performed by or on behalf of the Grantee, involving automobiles owned, leased, hired or borrowed by the Grantee”.
- b. Policy shall contain a waiver of subrogation against the State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees for losses arising from work performed by or on behalf of the Grantee.

3. **Worker's Compensation and Employers' Liability**

- Workers' Compensation Statutory
- Employers' Liability
 - Each Accident \$ 500,000
 - Disease – Each Employee \$ 500,000
 - Disease – Policy Limit \$1,000,000
- a. Policy shall contain a waiver of subrogation against the State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees for losses arising from work performed by or on behalf of the Grantee.
- b. This requirement shall not apply to separately, EACH Grantee or subcontractor exempt under A.R.S. §23-901, AND when such Grantee or subcontractor executes the appropriate waiver (Sole Proprietor/Independent Contractor) form.

4. Professional Liability (Errors and Omissions Liability)

- Each Claim \$1,000,000
- Annual Aggregate \$2,000,000
- a. In the event that the professional liability insurance required by this Contract is written on a claims-made basis, Grantee warrants that any retroactive date under the policy shall precede the effective date of this Contract; and that either continuous coverage will be maintained or an extended discovery period will be exercised for a period of two (2) years beginning at the time work under this Contract is completed.
- b. The policy shall cover professional misconduct or lack of ordinary skill for those positions defined in the Scope of Work of this contract.

- B. ADDITIONAL INSURANCE REQUIREMENTS: The policies shall include, or be endorsed to include, the following provisions:
1. The State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees wherever additional insured status is required such additional insured shall be covered to the full limits of liability purchased by the Grantee, even if those limits of liability are in excess of those required by this Contract.
 2. The Grantee's insurance coverage shall be primary insurance with respect to all other available sources.
 3. Coverage provided by the Grantee shall not be limited to the liability assumed under the indemnification provisions of this Contract.
- C. NOTICE OF CANCELLATION: Each insurance policy required by the insurance provisions of this Contract shall provide the required coverage and shall not be suspended, voided, canceled, or reduced in coverage or in limits except after thirty- (30) days prior written notice has been given to the State of Arizona. Such notice shall be sent directly to (First Things First, Grants and Contracts Procurement Specialist, 4000 N. Central, Suite 800, Phoenix, AZ 85012) and shall be sent by certified mail, return receipt requested.
- D. ACCEPTABILITY OF INSURERS: Insurance is to be placed with duly licensed or approved non-admitted insurers in the state of Arizona with an "A.M. Best" rating of not less than A-VII. The State of Arizona in no way warrants that the above-required minimum insurer rating is sufficient to protect the Grantee from potential insurer insolvency.
- E. VERIFICATION OF COVERAGE: Grantee shall furnish the State of Arizona with certificates of insurance (ACORD form or equivalent approved by the State of Arizona) as required by this Contract. The certificates for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf.
- F. All certificates and endorsements are to be received and approved by the State of Arizona before work commences. Each insurance policy required by this Contract must be in effect at or prior to commencement of work under this Contract and remain in effect for the duration of the project. Failure to maintain the insurance policies as required by this Contract, or to provide evidence of renewal, is a material breach of contract.
- G. All certificates required by this Contract shall be sent directly to (First Things First, Grants and Contracts Procurement Specialist, 4000 N. Central, Suite 800, Phoenix, AZ 85012). The State of Arizona project/contract number and project description shall be noted on the certificate of

insurance. The State of Arizona reserves the right to require complete, certified copies of all insurance policies required by this Contract at any time. DO NOT SEND CERTIFICATES OF INSURANCE TO THE STATE OF ARIZONA'S RISK MANAGEMENT SECTION.

- H. SUBCONTRACTORS: Grantees' certificate(s) shall include all subcontractors as insureds under its policies or Grantee shall furnish to the State of Arizona separate certificates and endorsements for each subcontractor. All coverages for subcontractors shall be subject to the minimum requirements identified above.
- I. APPROVAL: Any modification or variation from the *insurance requirements* in this Contract shall be made by the Department of Administration, Risk Management Section, whose decision shall be final. Such action will not require a formal Contract amendment, but may be made by administrative action.
- J. EXCEPTIONS: In the event the Grantee or sub-contractor(s) is/are a public entity, then the Insurance Requirements shall not apply. Such public entity shall provide a Certificate of Self-Insurance. If the Grantee or sub-contractor(s) is/are a State of Arizona agency, board, commission, or university, none of the above shall apply.

5.4 Force Majeure. If either party hereto is delayed or prevented from the performance of any act required in this Agreement due to acts of God, strikes, lockouts, labor disputes, civil disorder, or other causes without fault and beyond the control of the party obligated, performance of or payment for such act will be excused for the period of the delay.

5.5 Third Party Antitrust Violations. The Grantee assigns to First Things First any claim for cover charges resulting from antitrust violations to the extent that those violations concern materials or services supplied by third parties to the Grantee, toward fulfillment of this Contract.

6. Compliance

6.1 Compliance with Applicable Laws. The services supplied under this Contract shall comply with all applicable Federal, state and local laws, and the Grantee shall maintain all applicable licenses and permit requirements.

6.2 Sectarian Requests. Funds may not be expended for any sectarian purpose or activity, including sectarian worship or instructions.

6.3 Restrictions on Lobbying. The Grantee shall not use these funds to pay for, influence, or seek to influence any officer or employee of First Things First, state government or the federal government if that action may have an impact, of any nature, on this contract.

6.4 Licenses. Grantee shall maintain in current status all federal, state and local licenses and permits required for the operation of the business conducted by the Grantee.

6.5 Fingerprinting. Pursuant to A.R.S. §41-1758 Grantee will obtain fingerprint cards and/or background checks as applicable.

This Contract may be cancelled or terminated if the fingerprint check or the certified form of any person who is employed by a provider, whether paid or not, and who is required or

allowed to provide services directly to children, discloses that a person has committed any act of sexual abuse of a child, including sexual exploitation or commercial sexual exploitation, or any act of child abuse or that the person has been convicted of or awaiting trial on any criminal offenses in this state or similar offenses in another state or jurisdiction.

7. State's Contractual Remedies

- 7.1 Right to Assurance. If First Things First in good faith has reason to believe that the Grantee does not intend to, or is unable to perform or continue performing under this Contract, the Grants and Contracts Procurement Specialist may demand in writing that the Grantee give a written assurance of intent to perform. Failure by the Grantee to provide written assurance within the number of Days specified in the demand may be, at First Things First's discretion, the basis for terminating the Contract under the First Things First Uniform Terms and Conditions or other rights and remedies available by law or provided by the contract.
- 7.2 Cancellation for Failure to Perform. Failure by the Grantee to adhere to any provision of this Agreement or its Attachments in the time and manner provided by this Contract or its Attachments shall constitute a material default and breach of this Contract and First Things First may cancel, at its option, this Agreement upon prior written notice.

First Things First may issue a written ten (10) day notice of default to the Grantee for acting or failing to act including but not limited to any of the following:

- The Grantee provides personnel that do not meet the requirements of this Agreement or are of an unacceptable quality.
- The Grantee fails to perform adequately the services required in this Agreement.
- The Grantee fails to furnish the required product or services within the time stipulated in this Agreement.
- The Grantee fails to make progress in the performance of the requirements of the Agreement and/or gives a positive indication that the Grantee will not or cannot perform to the requirements of this Agreement.

If the Grantee does not correct any problem(s) within ten (10) days after receiving the notice of default, First Things First may cancel the Contract. If First Things First cancels the Contract pursuant to this clause, First Things First reserves all rights or claims to damage for breach of the Contract and the Grantee agrees to a general release in favor of First Things First for any claim for reimbursement.

- 7.3 Non-Exclusive Remedies The rights and the remedies of First Things First under this Contract are not exclusive.

8. Contract Termination

- 8.1 Cancellation for Conflict of Interest. Pursuant to A.R.S. §38-511, First Things First may cancel this Contract within three (3) years after Contract execution without penalty or further obligation if any person significantly involved in initiating, negotiating, securing, drafting or creating the Contract on behalf of First Things First is or becomes at any time while the Contract or an extension of the Contract is in effect an employee of or a consultant to any other party to this Contract with respect to the subject matter of the Contract. The cancellation shall be effective when the Grantee receives written notice of the cancellation unless the notice specifies a later time. If the Grantee is a political

subdivision of the State of Arizona, it may also cancel this Contract as provided in A.R.S. §38-511.

- 8.2 Suspension or Debarment. First Things First may, by written notice to the Grantee, immediately terminate this Contract if First Things First determines that the Grantee has been debarred, suspended or otherwise lawfully prohibited from participating in any public procurement activity, including but not limited to, being disapproved as a subcontractor of any public procurement unit or other governmental body. Submittal of an Application or execution of a contract shall attest that the Grantee is not currently suspended or debarred. If the Grantee becomes suspended or debarred, the Grantee shall immediately notify First Things First.
- 8.3 Termination for Convenience. First Things First reserves the right to terminate the Contract, in whole or in part at any time, when in the best interests of First Things First without penalty or recourse. Upon receipt of the written notice, the Grantee shall stop all work, as directed in the notice, notify all subcontractors of the effective date of the termination and minimize all further costs to First Things First. In the event of termination under this paragraph, all documents, data and reports prepared by the Grantee under the Contract shall become the property of and be delivered to First Things First upon demand. The Grantee shall be entitled to receive just, equitable compensation for work in progress, work completed, and materials accepted before the effective date of the termination. The cost principles and procedures provided in A.A.C. R2-7-701 shall apply.
- 8.4 Termination for Default. In addition to the rights reserved in the contract, First Things First may terminate the Contract in whole or in part due to the failure of the Grantee to comply with any term or condition of the Contract, to acquire and maintain all required insurance policies, bonds, licenses and permits, or to make satisfactory progress in performing the Contract. The Grants and Contracts Procurement Specialist shall provide written notice of the termination and the reasons for it to the Grantee. Upon termination under this paragraph, all materials, documents, data and reports prepared by the Grantee under the Contract shall become the property of and be delivered to First Things First on demand. Upon termination of this Contract, First Things First may procure, on terms and in the manner that it deems appropriate, materials or services to replace those under this Contract. The Grantee shall be liable to First Things First for any excess costs incurred by First Things First in procuring services in substitution for those due from the Grantee.

9. Contract Claims

- 9.1 Arbitration. The parties to this Contract agree to resolve all disputes arising out of or relating to this contract through arbitration, after exhausting applicable administrative review, to the extent required by A.R.S. §12-1518, except as may be required by other applicable statutes (Title 41).

10. Federal and State Laws and State of Arizona General Uniform Terms and Conditions

First Things First follows all State of Arizona and Federal laws, State of Arizona Uniform Terms and Conditions. These laws include Federal Immigration and Nationality Act (FINA) and all other federal immigration laws and regulations related to immigration status of its employees. First Things First may request verification for any Grantee, Contractor, or Subcontractor performing work under the agreement. Should First Things First suspect that a grantee is not in compliance with state or federal laws and First Things First may pursue any and all remedies allowed by law,

including but not limited to: suspension of work, termination, and suspension and/or debarment of the grantee. All costs necessary to verify compliance are the responsibility of the grantee.

The latest edition of the Arizona Uniform General Terms and Conditions and Uniform Instructions to Applicants is incorporated into this Request for Grant Application by reference. Copies may be obtained from the Arizona State Procurement Office at (602) 542-5511 or at: http://spo.az.gov/Admin_Policy/SPM/Forms/default.asp.

Checklist

Use the following list to make sure your Grant Application is complete and meets the requirements specified in this request for grant Applications:

- ☐ One (1) original copy marked “original”, and nine (9) additional copies
- ☐ Completed and signed First Things First Offer and Acceptance form
- ☐ Signed copy of all amendments issued for the RFGA (if applicable)
- ☐ Table of Contents
- ☐ Application including Executive Summary and response to all 26 questions
- ☐ Standard Data Collection Form completed, Attachment A
- ☐ State of Arizona Substitute W-9 Form (must be downloaded and printed) signed, if applicable, http://www.gao.az.gov/onlineforms/forms/AZ_subw-9_010410.pdf
- ☐ Applicant’s Experience completed, Attachment B
- ☐ Key Personnel Overview completed, Attachment C
- ☐ Implementation Plan completed, Attachment D
- ☐ Funds Requested Page, completed and signed, Attachment E
- ☐ Standard Line Item Budget, completed and signed, Attachment F
- ☐ Budget Narrative, completed and signed, Attachment G
- ☐ Disclosure of Other Funding Sources, completed and signed, Attachment H
- ☐ Financial Systems Survey is completed and signed, Attachment I
- ☐ Evaluation Plan, Attachment J
- ☐ Resumes for all personnel listed in the budget
- ☐ One copy of your agency’s most recent audited, reviewed or compiled financial statements as well as a schedule showing the total federal funds (by granting agency) expended by your agency for the most recent fiscal year included with the Application marked Original.
- ☐ Page numbers are included on all pages, in sequence, twelve point font or larger and single-spaced, with one inch margins or wider.
- ☐ In the original Application, documents requiring signatures should have **ORIGINAL** signatures.
- ☐ Do **NOT** bind your Application in spiral binders or in 3-ring notebooks. Please submit your Applications either stapled in the upper left-hand corner or use a binder clip.
- ☐ When submitting your Application, insure your organization name and the Request for Grant Application Number (**found on Page 1 of this RFGA**) is CLEARLY marked on the outside of the SEALED envelope/package.
- ☐ It is the responsibility of each Applicant to insure their Application is delivered to First Things First by the due date and time listed on Page 2 of this RFGA. Please allow for such contingencies as heavy traffic, weather, directions, parking, security, etc.

Attachments and Exhibits

Attachment A Standard Data Collection Form

Attachment B Applicant's Experience

Attachment C Key Personnel Overview

Attachment D Implementation Plan

Attachment E Funds Requested Page

Attachment F Line Item Budget Form

Attachment G Budget Narrative Explanation

Attachment H Disclosure of Other Funding Sources

Attachment I Financial Systems Survey

Exhibit A Quality First Service Delivery Model FY12

Exhibit B Quality First Coaching Intensity Levels

Exhibit C Quality First Financial Incentives

Exhibit D Quality First Coach Qualifications

Exhibit E Quality First Coach Supervisor Qualifications

Exhibit F First Things First Target Service Unit Information

Exhibit G Regional Areas of Service Delivery for Quality First Coaching and Incentives

Exhibit H Standard Terms Defined

Exhibit I Sample Certificate of Insurance

Attachment A

FIRST THINGS FIRST STANDARD DATA COLLECTION FORM

A. Agency Information:

Program Name (if applicable) _____

Agency _____ Contact Person _____

Address _____ Position _____

Address _____ Email _____

City, State, Zip _____ Phone _____ x _____ Fax _____

County _____ Employer Identification Number: _____

Agency Classification: _____ State Agency _____ County Government _____ Local Government _____ Schools

_____ Tribal _____ Faith Based _____ Other

Have you previously conducted business with First Things First using this EIN? _____Y _____N

If **NO**, please go to the following website, download the State of Arizona Substitute W-9 Form and submit with your Application: http://www.gao.az.gov/Vendor/account_setup_home.asp.

In which Congressional (Federal) District is your agency? Enter District # _____

<http://www.azredistricting.org> (click on Final Maps)

In which Legislative (State) District is your agency? Enter District # _____

<http://www.azredistricting.org> (click on Final Maps)

Approximately how much FEDERAL funding (from a Federal Source) will your organization expend in your current fiscal year? \$ _____

What is your organization's fiscal year-end date? _____

Accounting Method: _____ Cash _____ Accrual

Does your organization undergo an annual independent audit in accordance with OMB Circular A-133? _____Y _____N

Please provide contact information of the audit firm conducting your audit:

Agency _____

Address _____

Phone Number _____

B. Proposed Program Information / Description:

Amount requested: _____

Please provide a **brief** description of the **proposed program** in one or two paragraphs and this will be the source for a public description describing the nature of the program being implemented that will be used by First Things First.

C. Contact Information

First Things First Partner and Grants Management System (PGMS) require four designated contacts for contact with First Things First related to this grant (the same person may be assigned to more than one of the roles, if appropriate).

Main Contact Information – This should be information for the person designated as the Main contact for this grant award and this person can view all information related to this grant (financial, programmatic and evaluation in nature). This person will also be the primary contact for First Things First and should be the person responsible for ensuring the program plan is implemented. Primary correspondence from First Things First will be sent to this person.

Main Contact Person _____

Position _____

Address _____

City, State, Zip _____

Email _____

Phone _____ x _____ Fax _____

Program Contact Information – This should be information for the person designated as the Program contact for this grant award and this person can view information related to this grant for program or evaluation purposes only.

Program Contact Person _____

Position _____
Address _____
City, State, Zip _____
Email _____
Phone _____ x _____ Fax _____

Financial Contact Information – This should be information for the person designated as the financial contact for this grant award and this person can view information related to this grant for financial purposes only.

Financial Contact Person _____
Position _____
Address _____
City, State, Zip _____
Email _____
Phone _____ x _____ Fax _____

Evaluation Contact Information – This should be information for the person designated as the Evaluation contact for this grant award and this person can view information related to this grant for evaluation purposes only.

Evaluation Contact Person _____
Position _____
Address _____
City, State, Zip _____
Email _____
Phone _____ x _____ Fax _____

In addition, your Application may have included information about a collaborating partner/agency. Please replicate this information as many times as necessary to document the participation and agreement to be involved with the Application as a collaborating agency/partner.

Collaborator

Agency_____

Address_____

Address_____

City, State, Zip_____

County_____

Contact Person_____

Position_____

Email_____

Phone_____x_____Fax_____

Collaborator

Agency_____

Address_____

Address_____

City, State, Zip_____

County_____

Contact Person_____

Position_____

Email_____

Phone_____x_____Fax_____

Collaborator

Agency_____

Address_____

Address_____

City, State, Zip_____

County_____

Contact Person_____

Position_____

Email_____

Phone_____x_____Fax_____

Collaborator

Agency_____

Address_____

Address_____

City, State, Zip_____

County_____

Contact Person_____

Position_____

Email_____

Phone_____x_____Fax_____

Attachment B

APPLICANT'S EXPERIENCE

Name and address of organization for which the service or activity was provided:
Location where services or activities were conducted:
Dates the service or activity was conducted: (e.g., October 2007 – September 2008)
Describe the services or activities that were provided:
Describe what was achieved with the services or activities: (e.g., increased knowledge among 20% of program participants, served 100 children, etc.)

Attachment C

KEY PERSONNEL OVERVIEW*

STAFF MEMBER	BACKGROUND AND EXPERTISE OF PERSONNEL
Name: Title: FTE on this project:	
Name: Title: FTE on this project:	
Name: Title: FTE on this project:	
Name: Title: FTE on this project:	
Name: Title: FTE on this project:	
Name: Title: FTE on this project:	

***In addition to this overview, please attach a resume (for current personnel) or a job description (for positions to be hired) for the key individuals involved in the project. If awarded and your project experiences changes in staff, notification must be sent to First Things First. In addition, if you are describing a position to be hired, you must send staff notification and resume to First Things First when the position is filled.**

Attachment D

July 1, 2011 – June, 30 2012 Implementation Plan

Activities	Task	Person Responsible	Date Task Will Be Completed/Timeline	Support Documentation

Attachment E

FUNDS REQUESTED PAGE

The Offer must state a firm, fixed total guaranteed not-to-exceed amount of funds requested for the Grant.

Regional Areas to be Served	
<input type="checkbox"/>	Central East
<input type="checkbox"/>	Phoenix/Yavapai and Maricopa
<input type="checkbox"/>	Northeast
<input type="checkbox"/>	Southeast
<input type="checkbox"/>	West

\$_____ Total Coaching/Administrative Funds Requested (not to exceed \$5,777,900.00)

\$_____ Total Incentive Funds Requested (not to exceed \$8,630,000.00)

Authorized Signature_____

Date_____

Job Title _____

Attachment F and G Instructions

Summary Budget Information

Total Available	\$15,151,600.00		
Quality First Administration of the Strategy & Coaching Total Available	\$6,094,600.00	Incentives Total Available	\$9,057,000
Total Maricopas & Phoenix/Yavapai Coaching	\$ 3,143,400.00	Total Maricopas & Phoenix/Yavapai Incentives	\$ 4,989,500.00
Total West Coaching	\$ 334,800.00	Total West Incentives	\$ 468,750.00
Total Northeast Coaching	\$ 458,800.00	Total Northeast Incentives	\$ 727,750.00
Total Southeast Coaching	\$ 1,525,200.00	Total Southeast Incentives	\$ 1,973,500.00
Total Central East Coaching	\$ 632,400.00	Total Central East Incentives	\$ 897,500.00

How to Complete the Line Item Budget and Budget Narrative

Complete a 12-month budget for the period of July 1, 2011 through June 30, 2012 using the template provided in Attachment F. Please make sure you include a budget narrative as Attachment G.

Please keep in mind items described in a line item budget and in more detail in the budget narrative should describe how the costs were determined and the public purpose for the cost related successfully implementing the project. Please assure that all requested funds follow these guidelines:

- Be necessary and reasonable for proper and efficient performance and administration of First Things First funds.
- Be authorized or not prohibited under State or local laws or regulations.
- Be consistent with policies, regulations, and procedures that apply uniformly to all costs charged and expended by the agency – consistent treatment of costs.
 - For example – a cost may not be assigned to another grant award as an indirect cost if any other cost incurred for the same purposes in like circumstances has been allocated to the First Things First award as a direct cost.
 - For example – a cost for a certain type of expense is charged one rate to another source of funding and a different rate to First Things First - this would not be consistent treatment of costs.
- Be determined in accordance with generally accepted accounting principles.
- Be adequately documented.
- All travel related costs for these trainings and meetings should be included in the Applicant's budget and calculated using the State of Arizona travel rate limitations for mileage, per diem and lodging as described on the budget narrative worksheet. For more information about the state requirements, visit <http://www.gao.az.gov/travel/>.

- Requests for line item modifications, which do not change the total program funding, shall be requested in writing and shall only be made following receipt of written authorization from First Things First.

Please note the line items included in the budget template represent the types of costs possible for a line item budget these line items may or may not be applicable or appropriate for your Application. Your budget line items requested must fit within one of the categories listed. However, it is expected that you would not need to utilize all of the sample line items.

Attachment F – Line Item Budget

While you must use this format, you may reproduce it with Word Processing or Spreadsheet software. Limit your budget line items to the following categories: Personnel, Fringe Benefits, Professional Services, Travel, Pass-Through (i.e. Sub grants), Other Operating Expenses and Administrative/Indirect Costs.

Budget period: July 1, 2011 – June 30, 2012

Budget Category	Line Item Description	Requested Funds	Total Cost
PERSONNEL SERVICES		Personnel Services Sub Total	\$
Salaries			
EMPLOYEE RELATED EXPENSES		Employee Related Expenses Sub Total	\$
Fringe Benefits or Other ERE			
PROFESSIONAL AND OUTSIDE SERVICES		Professional & Outside Services Sub Total	\$
Contracted Services			
TRAVEL		Travel Sub Total	\$
In-State Travel			
Out of State Travel			
AID TO ORGANIZATIONS OR INDIVIDUALS		Aid to Organizations or Individuals Sub Total	\$
Subgrants or Subcontracts to organizations/agencies/entities			
OTHER OPERATING EXPENSES		Other Operating Expenses Sub Total	\$
<ul style="list-style-type: none"> • Telephones/Communications Services • Internet Access • General Office Supplies • Food • Rent/Occupancy • Evaluation (non-contracted & non-personnel expenses) • Utilities • Furniture • Postage • Software (including IT supplies) • Dues/Subscriptions • Advertising • Printing/Copying • Equipment Maintenance • Professional Development/Staff Training • Insurance • Program Materials • Program Supplies 			
OTHER OPERATING EXPENSES – Pass Through			\$
Incentives			
NON-CAPITAL EQUIPMENT		Non-Capital Sub Total	\$
Equipment \$4,999 or less in value			
Subtotal Direct Program Costs:			\$
ADMINISTRATIVE/INDIRECT COSTS		Total Admin/Indirect	\$
Indirect/Admin Costs (not to exceed 10%, excluding incentives pass through)		\$	\$
Total		\$	\$

Authorized signature_____

Date_____

Attachment G – Budget Narrative

The purpose of the budget narrative is to provide more clarity and detail on the various budget line items. The budget narrative should explain the criteria used to compute the budget figures on the budget form. Please verify that the narrative and budget form correspond and the calculations and totals are accurate. ***Please include one narrative that matches the 12-month line item budget categories and subcategories.***

Personnel Services: *Include information such as position title(s), name of employee (if known), salary, time to be spent on this program (hours or %), number of months assigned to this program, etc. Explain how the salary rate for each position was determined. If salaries are expected to increase during the project year, indicate the percentage increases for each position and justify the percent of the salary increase. Also, be sure to include the scheduled salary increases on the Budget Form.*

Employee Related Expenses: *Include a benefit percentage and what expenses make up employee benefit costs. Indicate any special rates for part-time employees, if applicable. Explain how the benefits for each position were determined. If using a fringe benefit rate, explain how this percentage is justified or approved by your agency.*

Professional and Outside Services: *If professional consultants/services costs are proposed in the budget, define how the costs for these services were determined and the justification for the services related to the project. Explain how all contracts will be procured.*

Travel: *Separate travel that is in state and out-of-state. Include a detailed breakdown of hotel, transportation, meal costs, etc. Indicate the location(s) of travel, the justification for travel, how many employees will attend and how the estimates have been determined. Explain the relationship of each cost item to the project (e.g., if training or training expenses are requested, explain the topic of the training and its relationship to the project). Applicants **must** use the State of Arizona Travel Policy on rates limitations for mileage, lodging, and meals (<http://www.gao.az.gov/travel/>) for both in-state and out-of-state travel.*

Aid to Organizations or Individuals: *In the event that this Application represents collaboration and the contract will be utilizing other sub grantees or subcontractors to perform various components of the program, include a list of sub grantees, programmatic work each sub grantee will perform, and how costs for each sub grantee are determined.*

Other Operating Expenses: *Explain each item to be purchased, how the costs were determined and justify the need for the items. All purchases should be made through competitive bid or using established purchasing procedures. All items should be categorized in the following categories: Telephones/ Communications Services, Internet Access, General Office Supplies, Food, Rent/Occupancy, Evaluation (non-contracted and non-personnel expenses), Utilities, Furniture, Postage, Software (including IT supplies), Dues/Subscriptions, Advertising, Printing/Copying, Equipment Maintenance, Insurance, Program Materials, and Program Supplies.*

In addition, the Professional Development/Staff Training must include the cost of training materials for each coaching staff including the Environmental Rating Scales (ERS) for preschool classrooms (ECERS-R), infant and toddler settings (ITERS-R), and family child care homes (FCCERS-R) and the Classroom Assessment Scoring System (CLASS), ITERS-R and ECERS-R All About Books, and the CLASS Dimensions Guide plus \$35 per Coaching staff should be included for the CLASS reliability testing fee.

Other Operating Expenses – Pass Through: *The costs to be included for program incentives for all program slots targeted in the proposed regional area(s) must be included in the budget.*

Non-Capital Equipment: *For items with a unit cost less than \$5,000 and an initial estimated useful life beyond a single year, explain each item to be purchased, how the costs were determined and justify the need for the items. All purchases should be made through competitive bid or using established purchasing procedures. For example, items such as computers, printers, projectors, etc. each with a unit cost less than \$5,000.*

Administrative/Indirect Costs: *Administrative costs are general or centralized expenses of overall administration of an organization that receives grant funds and does not include particular program costs. For organizations that have an established federally approved indirect cost rate for Federal awards, indirect costs mean those costs that are included in the organization’s indirect cost rate. Such costs are generally identified with the organization’s overall operation and are further described in 2 CFR 220, 2 CFR 225, and 2 CFR 230.*

Applicants must list either Option A or Option B and provide proper justification for expenses included:

- ☐ **Option A - Administrative Costs:** *with proper justification, sub grantees may include an allocation for administrative costs for up to 10% of the total direct funds requested of the grant request. Administrative costs may include allocable direct charges for: costs of financial, accounting, auditing, contracting or general legal services; costs of internal evaluation, including overall organization’s management improvement costs; and costs of general liability insurance that protects the organization(s) responsible for operating a project, other than insurance costs solely attributable to the project. Administrative costs may also include that portion of salaries and benefits of the project’s director and other administrative staff not attributable to the time spent in support of a specific project.*

OR

- ☐ **Option B - Federally Approved Indirect Costs:** *If your organization has a federally approved indirect cost rate agreement in place, grantees may include an allocation for indirect costs for up to 10% of the grant request. **Applicants must provide a copy of their federally approved indirect cost rate agreement.***

Indirect costs are costs of an organization that are not readily assignable to a particular project, but are necessary to the operation of the organization and the performance of the project. The cost of operating and maintaining facilities, depreciation, and administrative salaries are examples of the types of costs that are usually treated as indirect.

Authorized signature _____ Date _____

Attachment H

DISCLOSURE OF OTHER FUNDING SOURCES

Please list all other funding that your organization currently receives from State or Public Agencies, Federal Agencies, Non-Profit Organizations, or any other source providing funding for the proposed Program*. A.R.S. §8-1183 provides for a prohibition on supplanting of state funds by First Things First expenditures, meaning that no First Things First monies expended are to be used to take the place of any existing state or federal funding for early childhood development and health programs.

Use a continuation sheet if necessary. The following form may be reproduced with word processing software or another form may be created that contains all the information requested.

Type of Funding (Federal, State, local, other)	Received From	Amount	✓ If used for match on this grant
TOTAL:			

***This table should include only those funds that will support the program detailed in this Application.**

Authorized signature_____ Date_____

Job Title _____

Attachment I

FIRST THINGS FIRST FINANCIAL SYSTEMS SURVEY

Name of Applicant: _____

Please answer every question by filling in the circle next to the correct answer. Attach materials and document comments as required.

As stewards of federal and state funds, First Things First awards funds to organizations (regardless of how small or large) that are both capable of achieving project goals/objectives and upholding their responsibility for properly managing funds as they achieve those objectives.

This survey will be used primarily for initial monitoring of the organization. This survey may also be used in evaluating the financial capability of the organization in the award process. Deficiencies should be addressed for corrective action and the organization should consider procuring technical assistance in correcting identified problems.

A. GENERAL INFORMATION

1. Has your organization received a Federal or State Grant within the last two years?	<input type="radio"/> YES <input type="radio"/> NO
2. Has your organization completed an A-133 Single Audit within the past two years? If yes, please attach a complete copy of your A-133 Audit, including, but not limited to, your Management Letter, Findings and Questioned Costs.	<input type="radio"/> YES <input type="radio"/> NO
3. If your organization has not completed an A-133 Single Audit, have your financial statements been audited, reviewed or compiled by an independent Certified Public Accountant within the past two years? If yes, please attach a complete copy of the most recent audited, reviewed or compiled financial statements. NOTE THAT ONLY ONE COPY OF YOUR AUDIT NEEDS TO BE INCLUDED WITH THE APPLICATION MARKED "ORIGINAL". It is not necessary to include additional copies with each copy of the completed Application.	<input type="radio"/> YES <input type="radio"/> NO
4. Please attach a schedule showing the TOTAL federal funds (by granting agency) expended by your agency for the most recent fiscal year. Note: If your organization had an A-133 Single Audit, a copy of the "Schedule of Expenditures for Federal Awards" can be submitted. ONLY ONE COPY IS NEEDED, TO BE INCLUDED WITH THE APPLICATION MARKED "ORIGINAL"	<input type="radio"/> Not applicable for State of Arizona agencies
5. Has your organization been granted tax-exempt status by the Internal Revenue Service?	<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> N/A
6. If you answered YES to question #5, under what section of the IRS code? <input type="radio"/> 501 C (3) <input type="radio"/> 501 C (4) <input type="radio"/> 501 C (5) <input type="radio"/> 501 C (6) <input type="radio"/> Other Specify: _____	
7. Does your organization have established policies related to salary scales, fringe benefits, travel reimbursement and personnel policies?	<input type="radio"/> YES <input type="radio"/> NO

B. FUNDS MANAGEMENT

1. Which of the following describes your organization's accounting system?	<input type="radio"/> Manual <input type="radio"/> Automated <input type="radio"/> Combination
2. How frequently do you post to the General Ledger?	<input type="radio"/> Daily <input type="radio"/> Weekly <input type="radio"/> Monthly <input type="radio"/> Other
3. Does the accounting system completely and accurately track the receipt and disbursements of funds by each grant or funding source?	<input type="radio"/> YES <input type="radio"/> NO
4. Does the accounting system provide for the recording of actual costs compared to budgeted costs for each budget line item?	<input type="radio"/> YES <input type="radio"/> NO
5. Are time and effort distribution reports maintained for employees working fully or partially on state or federal grant programs that account for 100% of each employee's time?	<input type="radio"/> YES <input type="radio"/> NO
6. Is your organization familiar with Federal Cost Principles (i.e., 2 CFR 220, 2 CFR 225, and 2 CFR 230)?	<input type="radio"/> YES <input type="radio"/> NO
7. How does your organization plan to charge common/indirect costs to this grant? NOTE: Those organizations using allocable direct charges must attach a copy of the methodology and calculations in determining those charges. Those organizations using a federally approved indirect cost rate must attach a copy of the approval documentation issued by the federal government.	<input type="radio"/> Direct Charges <input type="radio"/> Utilizing an Indirect Cost Allocation Plan or Rate

C. INTERNAL CONTROLS

1. Are duties of the bookkeeper/accountant segregated from the duties of cash receipt or cash disbursement?	<input type="radio"/> YES <input type="radio"/> NO
2. Are checks signed by individuals whose duties exclude recording cash received, approving vouchers for payment and the preparation of payroll?	<input type="radio"/> YES <input type="radio"/> NO
3. Are all accounting entries and payments supported by source documentation?	<input type="radio"/> YES <input type="radio"/> NO
4. Are cash or in-kind matching funds supported by source documentation?	<input type="radio"/> YES <input type="radio"/> NO
5. Are employee time sheets supported by appropriately approved/signed documents?	<input type="radio"/> YES <input type="radio"/> NO
6. Does the organization maintain policies that include procedures for assuring compliance with applicable cost principles and terms of each grant award?	<input type="radio"/> YES <input type="radio"/> NO

D. PROCUREMENT

1. Does the organization maintain written codes of conduct for employees involved in awarding or administering procurement contracts?	<input type="radio"/> YES <input type="radio"/> NO
2. Does the organization conduct purchases in a manner that encourages open and free competition among vendors?	<input type="radio"/> YES <input type="radio"/> NO
3. Does the organization complete some level of cost or price analysis for every major purchase?	<input type="radio"/> YES <input type="radio"/> NO
4. Does the organization maintain a system of contract administration to ensure Grantee conformance with the terms and conditions of each contract?	<input type="radio"/> YES <input type="radio"/> NO
5. Does the organization maintain written procurement policies and procedures?	<input type="radio"/> YES <input type="radio"/> NO

E. CONTACT INFORMATION

Please indicate the following information. In the event that First Things First has questions about this survey, this individual will be contacted.

Prepared By: _____

Job Title: _____

Date: _____

Phone/Fax/Email: _____

F. CERTIFICATION

I certify that this report is complete and accurate, and that the Grantee has accepted the responsibility of maintaining the financial systems.

Authorized Signature

G. COMMENT AND ATTACHMENTS

Please use the space below to comment on any answers in Sections A – D. Please indicate the Section and Question number next to each comment.

Number of Attachments (please number each attachment): _____

COMMENTS:

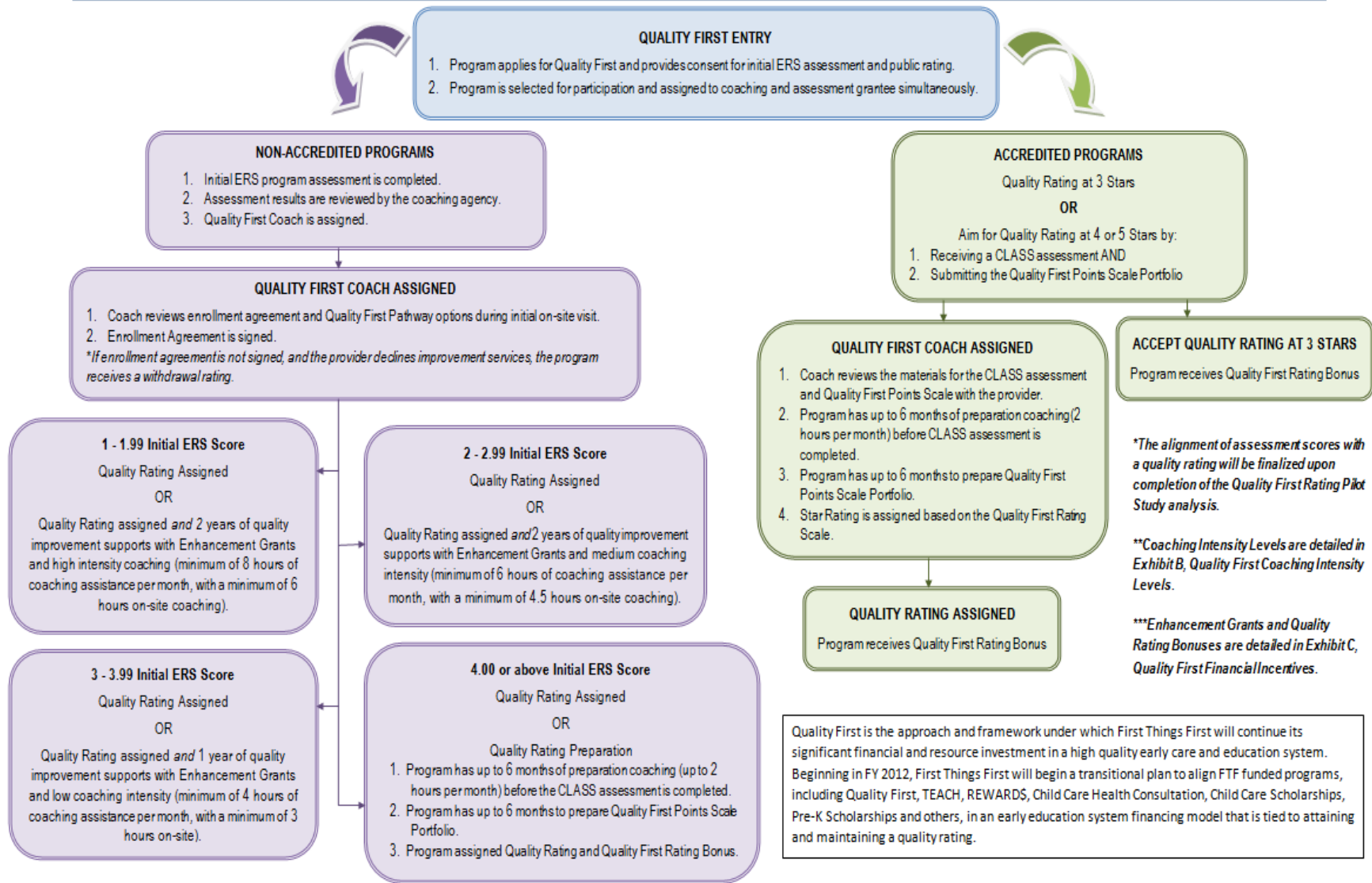


Exhibit B

Quality First Coaching Intensity Levels

- **High Coaching Intensity**

High coaching intensity is available to participants that receive an initial ERS score between 1-1.99. High coaching intensity includes accessing two years of quality improvement supports with high frequency and lengthier monthly visits. Programs receiving high coaching intensity may obtain **a minimum** of eight hours of coaching assistance per month with at least 6 hours of coaching assistance occurring on-site. It is estimated, based on assessment scores of current programs enrolled, that approximately 36% of programs will fall within this range.

- **Medium Coaching Intensity**

Medium coaching intensity is available to participants that receive an initial ERS score between 2-2.99. Medium coaching intensity includes accessing one year of quality improvement supports with high frequency and lengthier monthly visits. Programs receiving medium coaching intensity may obtain **a minimum** of six hours of coaching assistance per month with at least 4.5 hours of coaching assistance occurring on-site. It is estimated, based on assessment scores of current programs enrolled, that approximately 54% of programs will fall within this range.

- **Low Coaching Intensity**

Low coaching intensity is available to participants that receive an initial ERS score between 3-3.99. Low coaching intensity includes accessing one year of quality improvement supports with lower frequency of monthly visits. Programs receiving low coaching intensity may obtain **a minimum** of four hours of coaching assistance per month with at least 3 hours of coaching assistance occurring on-site. It is estimated, based on assessment scores of current programs enrolled, that approximately 9% of programs will fall within this range.

- **Rating Preparation Coaching**

Rating preparation coaching is available to participating centers and homes that will align with the 4 and 5 star levels. The alignment of assessment scores with a quality rating will be determined upon completion of the Quality First Rating Pilot Study analysis. In rating preparation coaching, participants will receive support to access the Quality First database, compile the Quality First Point Scale portfolio, and review the ERS assessment reports and to prepare for the Classroom Assessment Scoring System (CLASS). Programs receiving rating preparation coaching may obtain **up to** two hours of on-site assistance per month for six months. It is estimated, based on assessment scores of current programs enrolled, that approximately 1% of programs fall within this range.

Exhibit C

Quality First Financial Incentives

INCENTIVE TYPES	DESCRIPTION	RECOMMENDED FUNDING AMOUNTS CHILD CARE CENTERS	RECOMMENDED FUNDING AMOUNTS CHILD CARE HOMES	NOTES
Quality Enhancement Grants Program Enrolled After July 1, 2011	Grants based upon prioritized needs as identified through assessment process and Quality Improvement Plan	<p>Small Centers: Enrollment up to 50 children, Maximum amount of \$7,500</p> <p>Medium Centers: Enrollment of 51-150 children, Maximum amount of \$10,000</p> <p>Large Centers: Enrollment over 150 children, Maximum amount of \$15,000</p>	Maximum amount of \$3,500	The maximum amount of incentives is determined by the licensed capacity of children five and under that are not in kindergarten. Quality Enhancement Grants are available annually and can be accessed up to two years after the Quality First pathway is determined. Grants are used to purchase developmentally appropriate materials, teacher resources or supplement professional development opportunities.
FY2011 Quality Enhancement Grants	<p>FY2011 Quality Enhancement Grants are based on the previous incentive model and are only available for programs enrolled prior to July 1, 2011.</p> <p>These grants are based upon prioritized needs as identified through assessment process and Quality Improvement Plan</p>	<p>Small Centers: Enrollment up to 50 children, Maximum amount of \$9,000</p> <p>Medium Centers: Enrollment of 51-150 children, Maximum amount of \$11,000</p> <p>Large Centers: Enrollment over 150 children, Maximum amount of \$16,000</p>	Maximum amount of \$4,500	The maximum amount of incentives is determined by the licensed capacity of children five and under that are not in kindergarten. Quality Enhancement Grants are available annually and can be accessed for the remaining enrollment years of programs enrolled prior to July 1, 2011. Grants are used to purchase developmentally appropriate materials, teacher resources or supplement professional development opportunities.
Quality Rating Bonus	Achievement of Quality Rating	<p>Small Centers: Enrollment up to 50 children, Maximum amount of \$7,500</p> <p>Medium Centers: Enrollment of 51-150 children, Maximum amount of \$10,000</p> <p>Large Centers: Enrollment over 150 children, Maximum amount of \$15,000</p>	Maximum amount of \$3,500	The Quality Rating Bonus is accessible when a program opts not to receive quality improvement supports and will include a menu of items in which participating programs may select up to the maximum incentive amount available. The Quality Rating Bonus menu will be finalized prior to program implementation.

Exhibit D

Quality First Coach Qualifications

The role of the coach is to engage and support early care and education programs in the quality improvement process of Quality First, Arizona's Quality Improvement and Rating System.

Coaching Process:

- Dual-focus on relationships and activities
- Develop and monitor the relationship: asset-based = build on center or home's strengths
- Guide the process through identified stages
 1. Entry: establish relationship/complete orientation (within 25 days of assessment completion)
 2. Review of assessment findings
 3. Develop quality improvement plan: build consensus and prioritize goals (within 45 days of enrollment completion date)
 4. Implement improvement plan and support programs with accessing quality enhancement grants
 5. Monitor and evaluate progress
- Select communication strategies which maximize implementation and empowerment: attending and active listening, seeking and verifying information, encouraging, influencing, and supporting, other interpersonal skills
- Ethics and Professionalism: self, relationship issues, process issues

Key Tasks

- Problem-solving
- Use social influence
- Provide support for professional development

Education and Experience:

- Bachelor's or master's degree in early childhood education, child development or related field is strongly preferred
- At least two years full time as a teacher or primary care provider in an early care and education setting with infants, toddlers or preschoolers
- Previous experience in and/or knowledge of:
 - o Training, coaching or mentoring position in early care and education settings
 - o Child development and family dynamics
 - o Early childhood education
 - o Management in early care and education settings
 - o ADHS child care licensure
 - o Accreditation standards and systems
 - o Quality early care and education indicators
 - o Curriculum and assessment in early childhood
 - o Early Learning Standards
 - o Adult learning principles
 - o Community resources

- Processes of change

Skills and Abilities:

- Interpersonal, verbal and written communication
- Training of adult learners
- Facilitation with individuals and groups
- Observation and consultation strategies
- Collaborative problem-solving
- Culturally Responsive
- Reflective listening and dialogue
- Ability to work as a team with program staff and other consultants
- Use of computer applications

Exhibit E

Quality First Coach Supervisor Qualifications

The role of the Coach Supervisor is to provide reflective, individualized and regular supervision of coaching staff to engage and support early care and education programs in the quality improvement process of Quality First, Arizona's Quality Improvement and Rating System. Supervision should include regularly scheduled opportunities (no less than monthly) for individual performance reflection and discussion. Supervision should also include periodic observation, feedback and ongoing professional development opportunities. Mechanisms should be implemented for documentation of supervision activities and professional achievement.

Coaching Process:

- Dual-focus on relationships and activities
- Develop and monitor the relationship: asset-based = build on center or home's strengths
- Guide the process through identified stages
 - Entry: establish relationship/complete orientation (within 25 days of assessment completion)
 - Review of assessment findings
 - Develop quality improvement plan: build consensus and prioritize goals (within 45 days of enrollment completion date)
 - Implement improvement plan and support programs with accessing quality enhancement grants
 - Monitor and evaluate progress
- Select communication strategies which maximize implementation and empowerment: attending and active listening, seeking and verifying information, encouraging, influencing, and supporting, other interpersonal skills
- Ethics and Professionalism: self, relationship issues, process issues

Key Tasks

- Program Management
- Problem-solving
- Use social influence
- Provide support for professional development

Education and Experience:

- Bachelor's or Master's degree in early childhood education, child development or related field
- At least two years full time as a teacher or primary care provider in an early care and education setting with infants, toddlers or preschoolers
- Five years in experience in and/or knowledge of:
 - Training, coaching or mentoring position with individuals or groups in applying knowledge/practice in early care and education settings
 - Extensive supervisory experience

- Child development and family dynamics
- Early childhood education
- Management in early care and education settings
- ADHS child care licensure
- Accreditation standards and systems
- Quality early care and education indicators
- Curriculum and assessment in early childhood
- Early Learning Standards
- Adult learning principles
- Community resources
- Processes of change

Skills and Abilities:

- Program management and staff supervision
- Interpersonal, verbal and written communication
- Training of adult learners
- Facilitation with individuals and groups
- Observation and consultation strategies
- Collaborative problem-solving
- Culturally Responsive
- Reflective listening and dialogue
- Ability to work as a team with program staff and other consultants
- Use of computer applications

Exhibit F

First Things First Target Service Unit Information Quality First

Definitions:

Unit of Service and related Target Service Number

A Unit of Service is a First Things First designated indicator of performance specific to each First Things First strategy. It is composed of a unit of measure and a number (Target Service Number).

A Unit of Measure/Service can be a target population and/or a service/product that a grantee is expected to serve as part of an agreement. Target Service Number represents the number of units proposed to be served or number of products/services proposed to be delivered during the contract year. All First Things First Applicants must clearly state in the proposal a target service number for each strategy specific Unit of Service.

NOTE: Quality First is a First Things First administered program. Because of the scope and complexity of the program, there are multiple contacted grantees implementing different portions of the program. The following measurement information is related to the Quality first program overall. Units of service, performance measures, and reporting requirements for Quality First contractors are NOT presented here.

For Quality First, the units of service are:

- Total number of early care and education home- based providers participating in Quality First
- Total number of early care and education center-based providers participating in Quality First

Please note, in some First Things First reporting and contractual documentation, these units of service will be shortened to read:

- Number of home based providers
- Number of center based providers

Determining and Interpreting Target Service Numbers

Please note: Quality First is a First Things First directed strategy. Units of Service, Target Service Numbers and Performance Measures found here are for Council and Board planning rather than assessment and targeting for First Things First subcontractors.

Total number of early care and education home-based providers participating in Quality First should reflect the total number of early care and education providers that are center-based which are targeted and funded to be enrolled in Quality First for one grant contract period (in most cases, one year).

Total number of early care and education center-based providers participating in Quality First should reflect the total number of early care and education providers that are home-based which

are targeted and funded to be enrolled in Quality First for one grant contract period (in most cases, one year).

2012 Quality First Slots – 673 Center Slots and 310 Homes Slots

Navajo Nation Regional Council <ul style="list-style-type: none"> • 8 Current State Funded Center Slots • 1 Projected* State FY12 Expansion Center Slot • 20 Current Regionally Funded Center Slots • 5 FY12 Expansion (New) Regional Center Slots • 5 FY12 Expansion (New) Regional Home Slots 	Central Pima Regional Council <ul style="list-style-type: none"> • 21 Current State Funded Center Slots • 10 Current State Funded Home Slots • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot • 24 Current Regionally Funded Center Slots • 10 Current Regionally Funded Home Slots
Cochise Regional Council <ul style="list-style-type: none"> • 2 Current State Funded Center Slots • 7 Current State Funded Home Slots • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot • 12 Current Regionally Funded Center Slots • 9 Current Regionally Funded Home Slots 	South Pima Regional Council <ul style="list-style-type: none"> • 5 Current State Funded Center Slots • 10 Current State Funded Home Slots • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot • 31 Current Regionally Funded Center Slots • 9 FY12 Expansion (New) Regional Center Slots • 45 Current Regionally Funded Home Slots • 23 FY12 Expansion (New) Regional Home Slots
Coconino Regional Council <ul style="list-style-type: none"> • Current State Funded Center Slots • 1 Current State Funded Home Slot • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot • 8 Current Regionally Funded Center Slots • 3 FY12 Expansion (New) Regional Center Slots • 8 Current Regionally Funded Home Slots 	Pinal Regional Council <ul style="list-style-type: none"> • 5 Current State Funded Center Slots • 4 Current State Funded Home Slots • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot • 26 Current Regionally Funded Center Slots • 8 Current Regionally Funded Home Slots
Cocopah Regional Council <ul style="list-style-type: none"> • 1 Current State Funded Center Slot • 1 Projected* State FY12 Expansion Center Slot 	Hualapai Tribe Regional Council <ul style="list-style-type: none"> • 1 Current Sate Funded Center Slot
Gila Regional Council <ul style="list-style-type: none"> • 1 Current State Funded Center Slot • 3 Current State Funded Home Slots • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot • 2 Current Regionally Funded Center Slots • 1 FY 12 Expansion (New) Regional Center Slots 	Santa Cruz Regional Council <ul style="list-style-type: none"> • 2 Current State Funded Center Slots • 4 Current State Funded Home Slots • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot •
Graham/Greenlee Regional Council <ul style="list-style-type: none"> • 2 Current State Funded Center Slots • 3 Current State Funded Home Slots • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot • 3 Current Regionally Funded Center Slots 	Salt River Pima Maricopa Regional Council <ul style="list-style-type: none"> • 1 Current State Funded Center Slot • 1 Projected* State FY12 Expansion Center Slot

La Paz/Mohave Regional Council <ul style="list-style-type: none"> • 3 Current State Funded Center Slots • 1 Current State Funded Home Slot • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot • 9 Current Regionally Funded Center Slots • 1 Current Regionally Funded Home Slot 	Yavapai Regional Council <ul style="list-style-type: none"> • Current State Funded Center Slots • 2 Current State Funded Home Slots • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot • 17 Current Regionally Funded Center Slots • 3 Current Regionally Funded Home slots
Southwest Maricopa Regional Council <ul style="list-style-type: none"> • Current State Funded Center Slots • 2 Current State Funded Home Slots • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot • 12 Current Regionally Funded Center Slots • 5 Current Regionally Funded Home Slots 	Yuma Regional Council <ul style="list-style-type: none"> • Current State Funded Center Slots • 7 Current State Funded Home Slots • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot • Current Regionally Funded Center Slots • 10 Current Regionally Funded Home Slots
Northwest Maricopa Regional Council <ul style="list-style-type: none"> • 15 Current State Funded Center Slots • 1 Current State Funded Home Slot • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot • 29 Current Regionally Funded Center Slots • 6 Current Regionally Funded Home Slots 	Pascua Yaqui Tribe Regional Council <ul style="list-style-type: none"> • 2 Current State Funded Home Slots • 1 Projected* State FY12 Expansion Home Slot • 2 Current Regionally Funded Home Slots
Northeast Maricopa Regional Council <ul style="list-style-type: none"> • 9 Current State Funded Center Slots • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot • 10 Current Regionally Funded Center Slots 	Tohono O'odham Nation Regional Council <ul style="list-style-type: none"> • 1 Current State Funded Center Slot • 1 Projected* State FY12 Expansion Center Slot • 1 Current Regionally Funded Center Slot • 1 FY12 Expansion (New) Regional Center Slot • 1 Current Regionally Funded Home Slot
Central Maricopa Regional Council <ul style="list-style-type: none"> • 16 Current State Funded Center Slots • 1 Current State Funded Home Slot • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot • 22 Current Regionally Funded Center Slots • 6 Current Regionally Funded Home Slots 	Gila River Indian Community Regional Council <ul style="list-style-type: none"> • 1 Current State Funded Center Slot • 1 Projected* State FY12 Expansion Center Slot
Southeast Maricopa Regional Council <ul style="list-style-type: none"> • 17 Current State Funded Center Slots • 3 Current State Funded Home Slots • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot • 21 Current Regionally Funded Center Slots • 12 FY 12 Expansion (New) Regional Center Slots • 11 Current Regionally Funded Home Slots • 4 FY 12 Expansion (New) Regional Home Slots 	White Mountain Apache Tribe Regional Council <ul style="list-style-type: none"> • 1 Current State Funded Center Slot • 1 Projected* State FY12 Expansion Center Slot
North Phoenix Regional Council <ul style="list-style-type: none"> • 18 Current State Funded Center Slots • 3 Current State Funded Home Slots • 1 Projected* State FY12 Expansion Center Slot 	San Carlos Apache Regional Council <ul style="list-style-type: none"> • 1 Current State Funded Center Slot • 1 Projected* State FY12 Expansion Center Slot • 4 Current Regionally Funded Center Slots

<ul style="list-style-type: none"> • 1 Projected* State FY12 Expansion Home Slot • 42 Current Regionally Funded Center Slots • 25 FY12 Expansion (New) Regional Center Slots • 12 Current Regionally Funded Home Slots • 7 FY12 Expansion (New) Regional Home Slots 	
Central Phoenix Regional Council <ul style="list-style-type: none"> • 14 Current State Funded Center Slots • 1 Current State Funded Home Slot • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot • 30 Current Regionally Funded Center Slots • 4 FY12 Expansion (New) Regional Center Slots • 4 Current Regionally Funded Home Slots 	Colorado River Indian Tribes Regional Council <ul style="list-style-type: none"> • 2 Current State Funded Center Slots • 1 Projected* State FY12 Expansion Center Slot
South Phoenix Regional Council <ul style="list-style-type: none"> • Current State Funded Center Slots • 5 Current State Funded Home Slots • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot • 33 Current Regionally Funded Center Slots • 12 new FY12 Expansion (New) Regional Center Slots • 26 Current Regionally Funded Home Slots • 5 FY12 Expansion (New) Regional Home Slots 	Navajo/Apache Regional Council <ul style="list-style-type: none"> • 2 Current State Funded Center Slots • 1 Current State Funded Home Slot • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot
North Pima Regional Council <ul style="list-style-type: none"> • Current State Funded Center Slots • 2 Current State Funded Home Slots • 1 Projected* State FY12 Expansion Center Slot • 1 Projected* State FY12 Expansion Home Slot • 20 Current Regionally Funded Center Slots • 1 FY12 Expansion (New) Regional Center Slot • 4 Current Regionally Funded Home Slots 	

*The projected FY12 State funded Expansion Center and Home slots may be further refined prior to program implementation

Performance Measures

Performance Measures measure (1) key indicators of performance (i.e. Unit of Service, in bold); (2) basic implementation of strategy; (3) alignment of program activities to strategy specific standards of practice, (4) performance or progress toward pre-established strategic goals. Performance measures may include the level or type of program activities conducted (e.g. serving families/children through home visits) and/or the direct services and products delivered by a program (e.g., providing scholarships).

For Quality First, performance measures are:

- 80 percent of QF participants complete orientation within 25 business days of assessment completion date.

- 75 percent of Quality Improvement Plans (QIP) are complete and uploaded in the Quality First system within 45 business days of enrollment agreement completion date.
 - Initial Planning Document (IPD) is approved and uploaded in the Quality First system.
 - Three to five action plans are approved and uploaded in the Quality First system.

Exhibit G

Regional Areas of Service Delivery for Quality First Coaching and Incentives

<u>Regional Area</u>	<u>Regional Partnership Council</u>
1. Northeast	Coconino
	Navajo/Apache
	Navajo Nation
	White Mountain Apache Tribe
2. Central East	San Carlos Apache Tribe
	Cochise
	Gila
	Pinal
	Graham/Greenlee
3. Southeast	Santa Cruz
	Central Pima
	North Pima
	South Pima
	Pascua Yaqui Tribe
	Tohono O'odham Nation
4. West	LaPaz/Mohave
	Yuma
	Colorado River Indian Tribes
	Cocopah Tribes
	Hualapai Tribes
5. Phoenix/Yavapai and Maricopa	Central Phoenix
	South Phoenix
	North Phoenix
	Yavapai
	Gila River Indian Community
	Northeast Maricopa
	Southeast Maricopa
	Northwest Maricopa
	Southwest Maricopa
	Central Maricopa
	Salt River Pima-Maricopa Indian Community

Exhibit H

STANDARD TERMS DEFINED

As used in these Instructions, Special Terms and Conditions and Uniform Terms and Conditions, the terms listed below are defined as follows:

1. *"Application"* means bid, proposal, quotation or what is submitted in response to an RFGA.
2. *"Applicant"* means a person who responds to a RFGA.
3. *"Attachment"* means any item the RFGA that requires an Applicant to submit as part of the Application.
4. *"Contract"* means the combination of the RFGA, including the Instructions to Applicants, The Uniform and Special Terms and Conditions, and the Specifications and Statement of Scope of Work; the Application and any Application Clarifications; and any RFGA Amendments or Contract Amendments.
5. *"Contract Amendment"* means a written document signed by the Grants and Contracts Procurement Officer that is issued for making changes in the Contract.
6. *"Days"* means calendar days unless otherwise specified.
7. *"Exhibit"* means any item labeled as an Exhibit in the RFGA or placed in the Exhibits section of the RFGA. Exhibits are typically resource materials.
8. *"Grantee"* means any Applicant whose Application has been accepted and has been awarded a Grant with First Things First.
9. *"Grants and Contracts Procurement Specialist"* means the person, or his or her designee, duly authorized by First Things First to enter into and administer Contracts and make written determinations with respect to the Contract.
10. *"May"* indicates something that is not mandatory but permissible
11. *"RFGA"* means an a Request for Grant Application
12. *"RFGA Amendment"* means a written document that is signed by the Grants and Contracts Procurement Specialist and issued for making changes to the RFGA.
13. *"Shall, Must"* indicates a mandatory requirement. Failure to meet these mandatory requirements may result in the rejection of an offer.
14. *"Should"* indicates something that is recommended but not mandatory. If the Applicant fails to provide recommended information, the State will evaluate the offer without the information but reserves the right to clarify the recommended information.
15. *"State"* means the State of Arizona, Early Childhood Development and Health Board also known as First Things First who executes the Contract.
16. *"State Fiscal Year"* means the period beginning with July 1 and ending June 30.
17. *"Subcontract"* means any Contract, express or implied, between the Grantee and another party delegating or assigning, in whole or in part, the furnishing of any service required for the performance of the Contract.

Exhibit I

SAMPLE CERTIFICATE OF INSURANCE

Prior to commencing services under this contract, the Grantee must furnish the state certification from insurer(s) for coverages in the minimum amounts as stated below. The coverages shall be maintained in full force and effect during the term of this contract and shall not serve to limit any liabilities or any other Grantee obligations.

Name and Address of Insurance Agency:		Company Letter:	Companies Affording Coverage:		
		A			
		B			
Name and Address of Insured:		C			
		D			
LIMITS OF LIABILITY MINIMUM - EACH OCCURRENCE		COMPANY LETTER	TYPE OF INSURANCE	POLICY NUMBER	DATE POLICY EXPIRES
Bodily Injury Per Person Each Occurrence Property Damage OR Bodily Injury and Property Damage Combined			Comprehensive General Liability Form Premises Operations Contractual Independent Contractors Products/Completed Operations Hazard Personal Injury Broad Form Property Damage Explosion & Collapse (If Applicable) Underground Hazard (If Applicable)		
Same as Above			Comprehensive Auto Liability Including Non-Owned (If Applicable)		
Necessary if underlying is not above minimum			Umbrella Liability		
Statutory Limits			Workmen's Compensation and Employer's Liability		
			Other		

State of Arizona and the Department named above are added as additional insureds as required by statute, contract, purchase order, or otherwise requested. It is agreed that any insurance available to the named insured shall be primary of other sources that may be available.

It is further agreed that no policy shall expire, be canceled or materially changed to affect the coverage available to the state without thirty- (30) days written notice to the State. This Certificate is not valid unless countersigned by an authorized representative of the insurance company.

Name and Address of Certificate Holder:

Date Issued: _____

Authorized Representative: _____

**END OF REQUEST FOR GRANT
APPLICATION**

FTF-STATE-12-0336-00